

**CABINET**

Minutes of the Cabinet meeting held at 2.10 p.m. on Tuesday 11 May 2010 in Conference Room 1, County Hall, Ruthin.

**PRESENT**

Councillors P A Dobb, Lead Member for Health, Social Care and Wellbeing; H H Evans, Leader; S Frobisher, Lead Member for Environment and Sustainable Development; R W Hughes, Lead Member for Customers and Communities; P J Marfleet, Lead Member for Modernising the Council; D A J Thomas, Lead Member for Regeneration and Tourism, J Thompson Hill, Lead Member for Finance and Efficiency and E W Williams, Lead Member for Education.

Observers: Councillors G C Evans; R L Feeley and H LI Jones.

**ALSO PRESENT**

Chief Executive; Corporate Director: Environment; Corporate Director: Lifelong Learning; Chief Financial Officer and the Head of Corporate Governance.

**APOLOGIES**

Councillor M M Jones, Lead Member for Welsh Language, Children, Young People and Leisure, Corporate Director: Social Services & Housing and the Corporate Director: Governance & Efficiency.

**1 URGENT MATTERS**

There were no urgent matters.

**2 MINUTES OF THE CABINET MEETING 27.04.2010**

The Minutes of the Cabinet meeting held on 27 April 2010 were submitted.

**RESOLVED** that the Minutes of the meeting held on 27 April 2010 be approved as a correct record and signed by the Leader.

**3 CABINET FORWARD WORK PROGRAMME**

Councillor H H Evans presented the Cabinet Forward Work Programme.

Members noted that the GIFT Support Project report would now be presented to the June Cabinet meeting, whilst the report on the Coastal Shoreline Management Plan would be presented to the 7 September Cabinet owing to the need for further consultations.

**RESOLVED** that Cabinet note the amendments to the Forward Work Programme.

#### **4 ISSUES REFERRED TO CABINET BY THE SCRUTINY COMMITTEES**

There were no issues referred to Cabinet by the Scrutiny Committees.

#### **5 URGENT ITEMS**

There were no Urgent Items.

### **PART II EXCLUSION OF PRESS AND PUBLIC**

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

#### **6 SCALA CINEMA AND ARTS CENTRE, PRESTATYN: UPDATE**

(Councillor R W Hughes declared a personal and prejudicial interest in the item as a Council appointee and Trustee of the Company and Councillor J Thompson Hill declared a personal and prejudicial interest in the item although he now had no role with the Company. Both Councillors Hughes and Thompson Hill left the meeting.)

Councillor P A Dobb presented the report to update Members on the current financial position of the Scala Company Limited; to seek approval to increase the number of County Council representatives on the Scala Company Limited Board; and to seek approval for additional financial support from the Council for the current financial year, to support the venture.

Councillor Dobb said the report highlighted the current financial position of the Scala and it appeared that the latest business projections indicated that a further deficit of approximately £86k was anticipated in the current financial year. It would take a number of years for the Company to become viable. Members were being asked to increase the Board of the Company by a minimum of 5 persons – 2 Council officers and 3 Councillors plus the continuation of the current representative, Councillor R W Hughes.

Legal advice had been received which confirmed that if the Local Authority held between 20-50% of the voting rights it could be considered as a Local Authority Influenced Company and would therefore not be subject to clawback of capital funding or loss of charitable status. However, the Authority had to demonstrate that the Charity was always independent from the Council. The Company would have to either amend or prepare new Articles of Association in order to change the membership of the Company.

The proposal was a short term approach only aimed at stabilizing the financial management and building confidence in the management of the Company. An Annual General Meeting was due to take place in May and once the new Board and Articles of Association were in place, a review of the business with consultant expertise would be carried out before the end of July 2010 and brought to Cabinet in early September 2010. The review would also explore how to maximize income within the facilities and its assets.

Following the first review further work would be commenced to build a long term business plan for the facility which would be presented to Cabinet in December 2010.

There were reputational, political and financial consequences for the Council and a full picture must be obtained within the shortest possible time. There was also an extra cost to the Council of the officer time invested.

Councillor H H Evans thanked Councillor Dobb for her detailed update. He agreed the Company were in a serious financial situation and this would have to be managed sensitively and the review should help to stabilize financial projections. Councillor P J Marfleet agreed with Councillor Evans and went on to discuss the representation on the Board from Prestatyn Town Council. He suggested that when the review was carried out, this should consider all possible uses for the facilities. Councillor E W Williams suggested a periodic update on how the Board was achieving its proposals with either a report to Cabinet Briefing or a joint Briefing meeting with Resources Scrutiny and that future proposals should include the value of the building. Councillor Evans said the report to Cabinet in September would detail the ongoing monitoring of the financial situation.

The Chief Executive reported on his discussions with the Board, Prestatyn Town Council and Prestatyn Members. The Board realised they would have to be open minded on developments at the Scala to ensure its future. The Town Council have an elected Member on the Board and they felt there was currently no need for the Prestatyn Town Council Clerk to become an observer or member . He said he would expect Denbighshire's officers to report to him on a weekly basis and he would have meetings with the Lead Member on a monthly basis. The new proposals would strengthen the independent Board and ensuring the right membership was important. Councillor P J Marfleet agreed the membership of the Board was of paramount importance.

Members further discussed the report and what details the proposed review would cover. Councillor G C Evans confirmed that the report had addressed concerns raised by Resources Scrutiny Committee.

Councillor P A Dobb stressed the consultant taken on for the review should be suitable and this should start as soon as possible.

**RESOLVED** that Cabinet approves an additional budget allocation of up to £86k to support the Scala Company Limited, on the basis of the following terms and conditions:

- (a) *The Council be invited by the Scala Company to nominate up to 5 additional Members and Trustees of the Company with the intention that such persons are to sit on the Company's Board of Trustees (3 Councillors and 2 officers)*
- (b) *The existing Scala Company Board of Trustees agree that as a result of this change the Scala will become a Local Authority Influenced Company*
- (c) *That for the reasons set out in paragraph 4.1) "Governance and Legal" of the report, the Company either amends its existing Articles of Association or, as appropriate, adopts new Articles*
- (ch) *That by September 2010, the Scala Board produce a revised business plan and financial projections, and proposals for a revised financial management structure for the Company.*
- (d) *That by December 2010, an options paper is prepared by the Scala Company, highlighting long term proposals for the future management of the Scala, and a business plan that demonstrates how the Company proposes to reduce the ongoing financial deficit.*

The meeting concluded at 3.00 p.m.

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**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR H H EVANS LEADER**

**LEAD OFFICER: HEAD OF BUSINESS PLANNING AND PERFORMANCE**

**DATE: 25 MAY 2010**

**SUBJECT: MONITORING PERFORMANCE AGAINST THE CORPORATE PLAN:  
QUARTER 4 2009 - 2010**

**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 fourth quarter of 2009 - 2010 (Appendices I - III).
- 1.2 That Cabinet agree where action needs to be taken in response to slippage against targets for 2009 - 2010. Appendix IV 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 Council's Corporate Plan 2009 - 2012 set the strategic direction for the Authority. This plan details what the Council is trying to achieve over the medium term through planned activity of Programmes, Projects, Actions and Performance Indicators that are associated with the priority outcomes and improvement themes. It was agreed that progress of those activities was to be monitored by Cabinet via quarterly performance reports.

**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 SUMMARY OF PERFORMANCE 2009 - 2010**

- 4.1 Based on an overall assessment of the RAG status of the Programmes, Projects, Actions and Performance Indicators we can identify that there has been a positive start to the delivery of the Corporate Plan in 2009 - 2010. 74% of all reported items have been identified with a Green RAG status with a number of planned actions successfully completed and many programmes and projects are now well underway.
- 4.2 Our monitoring of the Corporate Plan will now be updated to recognise the changes brought about in the Corporate Plan 2010 - 2011 version. We will amend the quarterly performance report for next year to account for new programmes, projects, actions and performance indicators and the removal of old and completed items.

**Table 1** Below specifies the total number of Performance Indicators, Programmes, Projects and Actions for Q4 reporting (excluding duplication of referenced items).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4	65	15	16	15	111

**Table 2** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status (10 performance indicators have not been reported with reasons addressed in the report).

	Green	Amber	Red	N/A
Performance Indicators	41	8	6	10
Programmes	9	5	1	
Projects	12	3	1	
Actions	13	1	1	

**Table 3** Provides a more detailed breakdown of all Corporate Plan Performance Indicators by RAG status and performance trend.

	Green	Amber	Red
Performance is improving ↑	21	0	2
Performance is static ↔	18	3	3
Performance is worsening ↓	2	5	1

**Table 4** The definitions of RED, AMBER and GREEN as used in this report.

	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

## 5 MONITORING THE CORPORATE PLAN: CORPORATE PRIORITIES

5.1 The Council is working on the delivery of a group of priorities to ensure that key needs in the community are met. This section provides a summary of the detailed information contained within Appendix I.

### 5.2 Demographic Change

**Table 5** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Demographic Change Priority.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4	9	1	6	7	23
<b>RED</b>			1		1
AMBER	2		1		3
GREEN	7	1	4	7	19

#### Key points to note with regard to the planned activity for 2009 - 2010

##### RED

- **Intensively Supported Independent Living:** The project has been identified as RED indicating that the successful delivery of the original project appears to be unachievable. This was due to the project partners being unable to secure a legal commitment. An initial verbal agreement was reached but this did not progress to a formal written agreement primarily due to uncertainty surrounding the imminent restructure of the NHS.
- The verbal agreement with Denbighshire LHB clearly identified that the original ISIL scheme should be for 15 people with a severe Learning Disability and challenging behaviour, who are currently funded by both the NHS and the County. The funding of the scheme would be by both organisations. In order for the project to be delivered successfully it has been scaled down to ensure the inclusion of the BCUHB. The project will continue with the decision was made to go with 8 people but to also require Wales and West Housing Association to build on the same site in Henllan another bungalow for 4 people with a Learning Disability. The needs of these people are considerably less than those in the ISIL and they are therefore currently not in receipt of NHS funding.
- A joint position statement and legal agreement has been drafted and is currently awaiting approval.

**Responsible Person:** Neil Ayling, Head of Adult Services

**Lead Member:** Councillor Pauline Dobb

##### AMBER

- **Ruthin Extra Care Housing:** Land due to be completed by the beginning of April. Issue over planning consent are due to be sorted by mid April 2010.

- **The number and rate of older people (aged 65+) who are supported in a care home reduced:** The impact of the recession on the housing market has meant that we are increasingly supporting older people with housing assets who would normally self-fund their care. In the current environment when house sales are slow the local authority is obliged to fund placements and wait to recoup costs through placing a charge on the property.
- **The number and rate of adults aged 18-64 with a learning disability who are supported in a care home reduced:** The demographic profile of people with learning disabilities is resulting in an increase in the number of people requiring services. There has been an increase in the number of people supported in Care Homes and supported in the community during the year. The development of the Intensively Supported Independent Living (ISIL) will provide alternative choice to Care Home placements.

### 5.3 Modernising Education

**Table 6** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Modernising Education Priority.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4	5	4			9
<b>RED</b>		1			<b>1</b>
AMBER		2			2
GREEN	5	1			6

#### Key points to note with regard to the planned activity for 2009 - 2010

##### RED

- **Support for Improving School Attendance:** The provisional running total for secondary attendance from September 2009 to March 2010 is 90.3%. Performance over the same period last year was 90.9%, a drop of 0.6%. The drop in attendance can be related to two significant factors. The first being the prevailing weather conditions over the month of January 2010 saw many schools across the county close for a number of days within that month. The second was the September/October period of 2009 where medical absence was an issue for some schools linked to the Swine Flu epidemic that cause some parents to be overly cautious and increase medical absence in some of our high schools in these months.
- The January 2010 attendance figures, when compared to 2009 performance, has seen individual school monthly figures drop by as much as 3% with an overall drop of 2.3%. This significant drop affects the county overall figure. The schools are all fully aware of this downward trend and to regain ground they are actively monitoring attendance daily, in addition both support in schools and support services to schools are working daily to reduce poor attendance where identified.



- The ESW Service have deployed service staff to areas of greatest need in the high schools in the county. Two Attendance Support Assistants are working with two high schools to immediately address poor attendance in specific year groups primarily year 7 pupils who were identified in their primary school with poor attendance.
- A number of cases have been prosecuted this year through the courts in Denbighshire with positive outcomes. We continue to work corporately with other Directorate staff to address poor attendance and associated social factors that impact upon educational attainment.

**Responsible Person:** Karen I Evans, Head of School Improvement & Inclusion  
**Lead Member:** Councillor Eryl Williams

#### AMBER

- **School Reorganisation and Modernisation:** The programme continues and successful delivery appears feasible but issues exist that require management attention. This has been brought to the attention of the Director and Heads of Service who are directly involved to ensure the successful delivery of the programme.
- **Monitoring and Evaluating Support Services to Schools:** Schools have been asked to report to the Policy and Performance Manager any issues that they have with performance or service received by support services. These issues will then be included in future quarterly reports. To date, only one issue has been logged which demonstrates the system is not working. The Business Change Manager is going to work with schools to encourage them to complain through the appropriate channels so we are aware of the problems at an earlier stage.

## 5.4 Regeneration

**Table 7** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Regeneration Priority.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4	10	7			17
<b>RED</b>	<b>1</b>				<b>1</b>
AMBER	2	1			3
GREEN	4	6			10

### Key points to note for the planned activity for 2009 - 2010

#### RED

- **Number of village facilities improved:** This relates to a grant scheme funded through the Rural Development Plan for Wales (RDP) delivered through a partnership with the Denbighshire Voluntary Services Council (DVSC). DVSC is

responsible for the promotion of the grants and generating applications from potential beneficiaries. Applications have been slow to materialise and the RDP Partnership requested a report from DVSC at its most recent meeting about the lack of progress. The report indicated that there are now applications being developed which could draw down funding albeit at a later date than originally envisaged.

**Responsible Person:** Mark Dixon, Principal Regeneration Manager

**Lead Member:** Councillor David Thomas

#### AMBER

- **Reduce the number of people below the 60% poverty line:** The target is to take 500 people above the 60% poverty line by March 2012. In 2009 - 2010 DCC Welfare Rights Unit achieved 161. The total achieved by WRU, CAB and BAS is 867 adults and children.
- **Number of social enterprises assisted:** The target was to have 6 social enterprises assisted in the year. To date 2 social enterprises are assisted (Youthspace and Gallery 36) with 4 more enterprises currently being assisted and will have received the full amount of support by the end of June 2010.
- **PRIDE workstream being developed to include a pilot project to encourage community involvement in caring for neighbourhoods:** Project ideas have been discussed with Tourism, Culture and Countryside. Further work is to be carried out with Community Safety Partnership.

3 local performance indicators cannot be reported this quarter due to individual circumstances, clarified as:

- **LREG014a Reduce decline in rural businesses:** The target is being revised with WAG. The final output target will be significantly different due to the project being restructured and therefore cannot be reported until next quarter.
- **LREG014b Reduce decline in tourism sectors:** Our aim is to increase the number of visitors to Denbighshire by 3000 by March 2011. This indicator is taken from the RDP funded Moor to Shore project. The visitor count has not started yet as much of the ground work (improving footpaths, speaking to farmers etc) had to be carried out first before an increase in numbers could be expected. The count has now begun in April 2010 to be reported at end of year.
- **LREG003 - Additional number of Houses in Multiple Occupation (HMO) taken through the licensing scheme:** The target is 50 per annum for 2010 - 2012. This is a new scheme and we will start recording against this measure in 2010/11.

## 5.5 Roads and Flood Defences

**Table 8** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Roads and Flood Defences Priority.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4	5	1	3	1	10
<b>RED</b>	<b>2</b>				<b>2</b>
AMBER		1		1	2
GREEN			3		3

### Key points to note with regard to the planned activity for 2009 - 2010

#### RED

- **Percentage of the network resurfaced:** We have only achieved 3.49% against a target of 4% and **Percentage of the network to receive proprietary treatment (i.e. surface dressing):** We have only achieved 2.15% against a target of 3%.

Clearly both of these figures fall below the given target. The reason being, at the time the targets were set, we were still formulating the programme against the given budget. Once we began delivery of the programme it became clear that more substantial resurfacing was required (i.e. plane out and replace) rather than proprietary (slurry overlay or surface dressing) treatment. Thus the unit cost per metre squared was higher than anticipated and on a fixed budget this resulted in lower final figures than the targets suggested.

For 2010 - 2011 we will have completely altered the methodology for target setting and now the programme will look to improve the overall road condition indicators rather than aim to cover X amount of the network. This should prove to be a more effective method of targeting the available budget and our original capital bid reflected this.

**Responsible Officer:** Stuart Davies, Head of Highways and Infrastructure

**Lead Member:** Councillor Sharon Frobisher

#### AMBER

- **Highways Asset Management: Implementation of Symology as a complete Highway Asset Management software package:** The pilot is completed and the Streetworks data is now being imported. There have been difficulties with the data load and it has been repeated because some of the data was lost during conversion from one system to another. This has been the focus of recent works in order to ensure that Streetworks is operational by end of May. The other asset management building block to be updated is the National Street Gazetteer which now complies with statutory requirements. A meeting has been organised in May which will agree the priority for implementation of subsequent modules of the Symology system.

- **Review Council’s Gully Emptying Policy and Equipment:** Vehicle purchase has been completed but there have been warranty issues with one vehicle which is being resolved with the manufacturer. The backlog of work has been the focus for the team and the policy is still at an early stage.

3 local performance indicators cannot be reported this quarter due to individual circumstances, clarified as:

- **LRFD001a - % of roads that are in ‘Generally Good Condition’ a) Principal A roads and LRFD001b - % of roads that are in ‘Generally Good Condition’ a) Non-Principal/Classified roads:** We have not received all of the SCANNER data yet which is delaying the analysis and production of the performance indicator.

**Responsible Person:** Stuart Davies, Head of Highways and Infrastructure  
**Lead Member:** Councillor Sharon Frobisher

- **LRFD002 - % of total highways function cost (revenue & capital) spend directly on highways repairs:** The final accounts are in the process of completion.

**Responsible Person:** Stuart Davies, Head of Highways and Infrastructure  
**Lead Member:** Councillor Sharon Frobisher

## 6 MONITORING THE CORPORATE PLAN: IMPROVEMENT THEMES

6.1 The improvement themes were established to ensure that the Council’s services and departments have the tools necessary to fulfil the Statement of Intent and respond to risks faced by the organisation during this period of change. They develop the systems and processes of the Council, the way it deals with people and other organisations and the skills and knowledge of staff and Elected Members. This section provides a summary of the detailed information contained within Appendix II.

### 6.2 Community and People Focused

**Table 9** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Community and People Focused theme.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4			5	3	8
<b>RED</b>					
AMBER			1		1
GREEN			4	3	7

## Key points to note with regard to planned activity for 2009 - 2010

### AMBER

- **Producing a Community Engagement Strategy:** The work on this has been put back pending the appointment of the Partnership and Communities Manager. Interviews for the post are to be held on 18<sup>th</sup> May 2010. New target date is November 2010.

**Responsible Person:** Alan Smith, Head of Business Planning and Performance  
**Lead Member:** Councillor Hugh Evans

## Key achievements in 2009 - 2010

- **Develop Area Profiles and Statistics Website Resource for the Council and Local Service Board Partners:** The InfobaseSirDdinbych bilingual statistics website resource is now completed and available for use. Specific reports and further development of the data in the site will be managed via the Community Planning Action Plan.
- **Producing the new Equalities Plan and Welsh Language Scheme:** The new Equalities Plan and the Welsh Language Scheme were taken to Cabinet before being formally adopted by Full Council on 01 December 2009. In addition, our Welsh Language Scheme was approved by the Welsh Language Board on 23 December 2009.
- **Achieving the highest standard of customer service:** Denbighshire Customer Service Monitoring Group has been established. Our Communication Strategy is being progressed and actions monitored on a monthly basis by the Strategic Communications Group.
- **Engaging with and listening to communities and people:** A newsletter has been sent out to the Citizen's Panel in January 2010. In addition, work is progressing through the Local Delivery Agreement on integrating Police, Health and DCC Citizen's Panel into a single Citizen's Panel. An update of progress will be taken to the next Local Service Board meeting by the responsible Police and Health officers.

### 6.3 High performance culture delivering value for money

**Table 10** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the High performance culture delivering value for money theme.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4	2	1	1	1	5
<b>RED</b>	1				1
AMBER					
GREEN	1	1	1	1	4

## Key points to note with regard to planned activity for 2009 - 2010

RED

- **% of eligible staff who have had a performance appraisal:** We have achieved the successful completion of 87.78% eligible staff performance appraisals against our target of 100%. Although this is a high success rate it is a slight reduction on last year's performance of 90.87%. Individual Heads of Service are responsible for ensuring that all eligible staff have an annual performance appraisal.

**Responsible Person:** Linda Atkin, Head of Strategic HR

**Lead Member:** Councillor Paul Marfleet

## Key achievements in 2009 - 2010

- **WorkSMART:** The pilot has completed in Caledfryn. 250 staff are now accommodated in Caledfryn, releasing Trem Clwyd for use by Education. The project was completed on schedule and under budget. A detailed report on the benefits of the project is being prepared for delivery in May 2010.
- **The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence:** We have been able to show a significant reduction in sickness absence from 12.55 days in 2008 - 2009 to 10.91 days in 2009 - 2010. This is a reduction of 1.64 days compared to last year and is below our target of 11 days. We will need to work to seek continuous improvement and achieve our targets over the next two years.

## 6.4 Outward Looking

**Table 11** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Outward Looking theme.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4			1	1	2
<b>RED</b>				<b>1</b>	<b>1</b>
AMBER			1		1
GREEN					

## Key points to note with regard to planned activity for 2009 - 2010

RED

- **Develop Partnership Governance Framework:** The work on this has been put back pending the appointment of the Partnership and Communities Manager. Interviews for the post are to be held on 18<sup>th</sup> May 2010. New target date is November 2010.

**Responsible Person:** Alan Smith, Head of Business Planning and Performance

**Lead Member:** Councillor Hugh Evans

## AMBER

- **Improvement Agreements:** At a meeting with Wales Audit Office and Welsh Assembly we agreed a format and timetable for submitting Year 2 evidence against our Improvement Agreement. Overall, good progress appears to have been made against the Improvement Agreement. There are some areas (provision of care: services to children, provision of facilities at home: adults and reducing carbon footprint) where performance was below target for Year 2, although it is felt that these issues are not significant enough to jeopardise the Improvement Agreement Grant. We are in the process of putting together the year 2 self assessment of the improvement agreement for WAG.

## Key achievements in 2009 - 2010

- **Partnership Procedure Rules** - Partnership Procedure Rules have been produced, agreed by full Council and are now included in the Council's Constitution.
- **Partnership Scrutiny Protocol** - 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.

## 6.5 Strong governance and leadership for improvement

**Table 12** Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Strong governance and leadership for improvement theme.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q4		1		2	3
<b>RED</b>					
AMBER		1			1
GREEN				2	2

## Key points to note with regard to planned activity for 2009 - 2010

### AMBER

- **Change Programme:** The new rational and process has been devised to clarify the key steps that each review needs to take, and to provide guidance to the review leads. The terms of reference have been written for the board and for the new delivery group which will ensure that reviews are undertaken and completed according to the new process, within the context of the programme plan. There is now a clearer focus on reporting and achieving the anticipated benefits. The change programme reviews have been rationalised and now include: HR and H&S, Procurement, Legal Services, Property Services, Corporate ICT and IM,

Democratic Services, and Finance. The Property Services Review is supported by the Change Board but is still subject to approval by CET following consultation with staff. The HR business case has now been approved by CET.

## Key achievements in 2009 - 2010

- Review of business and financial planning
- Production of risk management strategy
- Self assessments review
- Constitution review
- Implementation of council member development programme
- The HR business case as part of the Change Programme has been agreed

## 7 MONITORING THE CORPORATE PLAN: NATIONAL STRATEGIC INDICATOR

7.1 We have a key aim to be in the top two quartiles in Wales for all National Strategic Indicators. A look at our performance of the NSI is good with the majority (79%) of the reported indicators meeting their targets (4 performance indicators not reported – see below).

### 7.2 National Strategic Indicators

**Table 13** A summary of the National Strategic Indicators reported in the Corporate Plan (including both quarterly and annually reported indicators).

	Green	Amber	Red
Performance is improving ↑	15	1	1
Performance is static ↔	10	1	
Performance is worsening ↓	2	3	1

RED (and worsening)

- SPP001ii - **The average number of units of housing related support, per 1,000 head of population, for direct access:** We achieved 0.13 units against a target of 0.2 units. The decline was due to 8 units for Nightshelter no longer being funded by Supporting People. This is the final year reporting this indicator and it has been deleted from the National PMF as of 2010 - 2011.

**Responsible Person:** Neil Ayling, Head of Adult Services and Paul Quirk, Head of Housing Services

**Lead Member:** Councillor Pauline Dobb, Councillor David Thomas

RED (but improving)

- EEF002a - **The percentage reduction in carbon dioxide emissions in the non domestic public building stock:** Consumption figures for March are not available until June when we will receive our quarterly bill from British Gas. Initial indication at quarter 3 was a potential end of year performance of no change or



slight increase in carbon emissions. The indicative figures for end of year 2009 - 2010 show a total carbon tonnage of 12,537 due to an increased consumption of oil and electricity. This would indicate a percentage increase in carbon emissions from 2008 - 2009 of 1.75%. This is not in line with Project Gaia target of a 3% reduction each year but it does show the gradient of carbon increase is flattening (i.e. we have reduced the rate of increase).

**Action:** The Carbon Management Programme delivery structure is being established coordinating carbon reduction projects from energy management, building maintenance, asset disposal and ICT functions. Prioritisation of energy efficiency is being raised within property services and building users are being encouraged towards good housekeeping through communication and training.

**Responsible Person:** Roger Parry, Head of Finance and Assets

**Lead Member:** Councillor Paul Marfleet

AMBER (and worsening)

- SPP001i - **The average number of units of housing related support, per 1,000 head of population, for floating support:** We achieved 5.85 units against a target of 5.9 units. 3 projects have been reconfigured and 1 project is no longer funded through Supporting People. This is the final year reporting this indicator and it has been deleted from the National PMF as of 2010 - 2011.
- SPP001iv - **The average number of units of housing related support, per 1,000 head of population, for permanent accommodation:** We achieved 0.79 units against a target of 0.8 units. 1 project has been reconfigured. Final year reporting. Indicator deleted from the National PMF as of 2010 - 2011.
- EDU016b - **The percentage of pupil attendance in secondary schools:** We have achieved 91.05% against a target of 91.5%. This identifies secondary school attendance as just below our local target but is equal to the all Wales attendance.

4 National Strategic Indicators cannot be reported this quarter due individual circumstances, clarified as:

- THS010a - **The percentage of Principal (A) roads that are in overall poor condition** and THS010b - **The percentage of Non-principal/classified roads that are in overall poor condition:** The production of the SCANNER survey data that is required to produce these performance indicators has been delayed. This was due to the adverse weather conditions experienced earlier this year and as a result of this some of the surveys have been carried out after 31 March. This is not local to Denbighshire with many other Welsh Local Authorities in a similar position. We fully expect to have the data processed and the performance indicators produced by mid June in time for the annual reporting of performance indicators to the Data Unit Wales.

**Responsible Person:** Stuart Davies, Head of Highways and Infrastructure

**Lead Member:** Councillor Sharon Frobisher

- EEF002bi - **The percentage reduction in energy use in the housing stock** and EEF002bii - **The percentage reduction in carbon dioxide emissions in the housing stock**: Last year these two performance indicators were subject to all Wales qualification (i.e. all Welsh local authorities were qualified). The reasons for this were highlighted by the Data Unit relating to errors in accuracy with the software used to produce the indicator. There was no indication that these errors were fixed and that the software could be used without the risk of further qualification. Since the indicators are extremely resource intensive to produce and due to the uncertainty surrounding them, the resource normally allocated was applied elsewhere. Now both performance indicators have been deleted from the 2010 - 2011 National Performance Measurement Framework.

**Responsible Person:** Roger Parry, Head of Finance and Assets

**Lead Member:** Councillor Paul Marfleet

## **8 RESOURCE IMPLICATIONS**

### **8.1 Cost Implications:**

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

### **8.2 Staffing / Accommodation Implications:**

There are no staffing or accommodation implications.

### **8.3 I.T. Implications:**

There are no I.T. implications.

## **9 RISK ASSESSMENT**

### **9.1 Risks associated with not agreeing the recommendation/s**

Slippage against the Authority's annual targets for key performance indicators creates a number of risks, including: financial risk from inefficient delivery; risk to the community through a failure to deliver quality services; and reputation risk from poor comparative performance with other authorities.

### **9.2 Risks associated with agreeing the recommendation/s**

No risks associated with agreeing recommendation

## **10 CHIEF FINANCIAL OFFICER STATEMENT**

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 available funding.

## **11 CONSULTATION CARRIED OUT**

11.1 Progress against agreed targets within the Corporate Plan 2009-2012 should have been discussed at Departmental Management Team meetings and team meetings.

11.2 Future consultation on service performance will take place twice per year as part of a formal Service Performance Review process.

## 12 IMPLICATIONS

### 12.1 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 Council's ability to progress its corporate priorities.

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

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

### 12.3 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.

### 12.4 Assessment of Impact on NERC Act Biodiversity Duty:

The delivery of the Corporate Plan does not alter the Council's currently agreed processes or practices with regard to the NERC Act. Individual programme and project plans referred to in the Corporate Plan will be expected to carry out their own assessments of impact on NERC Act Biodiversity Duty where appropriate.

## 13 ACTION PLAN

<b>ACTION</b>	<b>RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED</b>	<b>ACTION TO BE REVIEWED &amp; MONITORED BY / DATE TO BE MONITORED</b>
To achieve fuller approval for the joint position statement and legal agreement	Neil Ayling 31 NOV 2010	Demographic Change Board
To continue to monitor school attendance to ensure that the additional resource is having a positive effect	Karen I Evans Continuous	Quarterly report to Lifelong Learning Scrutiny
A report will be taken to the next Rural Development Plan Partnership meeting to discuss progress of applications for funding	Mark Dixon 31 JUL 2010	Action reviewed at RDP partnership meeting and is monitored by the Regeneration Board
To alter the method of target setting to improve the overall road condition indicators	Stuart Davies JUL 2010	Service Performance Review

		JUL 2010
To appoint a new Partnerships and Communities Manager	Alan Smith	Interviews to be held on 18 MAY 2010
To support managers to improve the completion rate of performance appraisals	Linda Atkin Continuous	Reviewed quarterly by Cabinet as part of Corporate QPR
The SCANNER data will be analysed and the performance indicators produced in time to report the annual data returns	Stuart Davies 04 JUN 2010	Corporate Improvement Team 11 JUN 2010

#### **14 RECOMMENDATIONS**

- 14.1 That Cabinet consider the Quarterly Performance Report and identify any issues which require further attention to form part of the discussion at the appropriate Service Performance Review. It is recommended that particular attention is paid to those programmes, projects, actions and indicators that are not currently on target.

**Lead Contact:** Ewan McWilliams 01824 706161

**DEMOGRAPHIC CHANGE****PROGRAMME**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Telecare in Denbighshire	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Service fully operational in SSD need to monitor cost & become more efficient

**PROJECTS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Intensively Supported Independent Living	Cllr P Dobb	Red	↓	-	N/A	Demographic Change Board	Unable to secure a legal commitment from Health - this has delayed other actions and has had an impact on RAG status. Joint position statement and legal agreement drafted - awaiting approval. Project has been scaled down to minimise risk.
Co-located Health and Social Care team Prestatyn	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Hafan Lles the newly established co-located service in Prestatyn went live on 23rd February 2010. This service brings together Social Workers, Community OT, District Nurses, Housing Wardens, Community Pharmacists, and Voluntary Sector to provide services for older residents in Prestatyn. Target: achieve one co-located Health & Social Care Team achieved 2009/10.
Implement and embed the Council's Reablement Approach to Care Planning across services for older people.	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Reablement Team established in December 2009. Service to be phased across the County over 12 months. 1st phase to accept eligible individuals in the Denbigh & St Asaph areas commenced in January 2010. Implementation in the Ruthin area brought forward to 22 March 2010.
Extra Care Housing (Develop Extra Care Housing Projects in Prestatyn)	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Slight delay due to severe weather conditions earlier in 2010. Completion now due Mid Jan 2011 and service users will move in Feb 2011
Extra Care Housing (Develop Extra Care Housing Projects in Rhyl)	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Gorwel newydd was completed in Dec 2008 and first tenants moved in Jan 2009. Scheme officially opened by Rhodri Morgan in June 2009. Scheme

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							now fully occupied with a waiting list. Independent Evaluation was positive. Financial evaluation show considerable cost savings compared to alternative provision e.g. residential care.
Extra Care Housing (Develop Extra Care Housing Projects in Ruthin)	Cllr P Dobb	Amber	↓	-	N/A	Demographic Change Board	Land due to complete at the beginning of April. There has been an issue over planning consent and it is anticipated that this will be resolved by mid April

**ACTIONS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Develop individual budgets and self directed support for Learning Disabilities Clients	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Pilot progressing well. 3 service users have had their plans approved. A further 3 service users are currently putting their support plans together.
Establish Pub is the Hub initiatives	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Good progress has been made with the Senior Community Development Officer with the Eagles Hotel in Corwen. Grant application successful and planning permission granted 18.01.10. Work now starting to turn the land to the rear of the hotel into an allotment with an outbuilding being renovated for a community facility. Event in March 2010 targeted licensees in the South in order to promote this concept using the Eagles Hotel as a positive example. Further events scheduled to take place.
Extend coverage of passion for life cafes	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Corwen programme close to completion which will be followed by an evaluation meeting to include strategy for continuation of self supporting group supported by the Warden. New intergenerational programme has commenced in conjunction with Communities First & Rhyl High School. Work is progressing to introduce the Plan, Do, Study, Action concept in Age Concern Older People Forums as a first step to turning them into Life Cafes. New Passion 4 Life programme scheduled for Ruthin 2010/11.

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Facilitate employment and work experience opportunities for Learning Disabilities Clients through effective partnerships	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Convergence fund bid successful. Physical theatre project with Arts dept complete. Working with other directorates to promote placements - uptake slow to date
Produce a 3-5 year costed Business Plan for Care Services	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Model has been revised and updated. Covers all of older people services. Work must continue to develop the flow of client information to inform forecasts of service demand.
Regional collaboration with other Councils and NHS to support Learning Disabilities Clients	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	The regional commissioning unit became operational on 1st April. Service User group has been arranged for 15th June. Joint health and social care strategic planning day has been arranged for 11th June in order to start planning and shaping Phase 2 of the project.
Review of Services Provided to Older People in Sheltered Housing	Cllr P Dobb	Green	↔	-	N/A	Demographic Change Board	Draft strategy produced as target. Currently continuing with consultation within Directorate and with tenants.

**PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
LDCH002i - Number of older people aged 65+ who are supported in a care home reduced	Cllr P Dobb	Green	↑	531	562	Demographic Change Board	Our target reflects specific challenges faced by the authority in relation to this indicator. Whilst we have met target performance will remain in the 4th quartile. The impact of the recession on the housing market has meant we are increasingly supporting older people with housing assets who would normally self-fund their care through a charge on the property. In addition our demographics are increasingly resulting in a need for Care Homes placements for people aged 85+.
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	Green	↑	26.09	27	Cabinet/CET	
LDCH002ii - Number of older people aged 65+ who are helped to live at home increased	Cllr P Dobb	Green	↑	2149	1810	Demographic Change Board	Target met with a greater number of older people supported to live at home during the year.

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
LDCH001 - Communities engaged in developing sustainable support networks for older people	Cllr P Dobb	Green	↔	6	6	Demographic Change Board	6 community engagement activities / networks established. Positive Action for Strokes - weekly IT session supported by Community Agency staff. Nordic Walking x 2 - sessions weekly in Rhyl and Denbigh. "Getting to Know You" - intergenerational workshops designed to reduce / eliminate fear and misunderstanding across generations. Passion 4 Life programme - original pilot completed - new programme scheduled for Ruthin. Sheltered Housing initiative - sheltered housing schemes developed as community activity hubs with fortnightly or monthly sessions. Pub is the Hub - progress by Senior Community Development Officer with the Eagles Hotel in Corwen. Grant successful with work to start to turn the land to the rear of the hotel into an allotment.
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	↑	105.6	87	Cabinet/CET	Target met with a greater number of older people being supported in the community.
LDCH003a - Number of adults aged 18-64 with a learning disability who are supported in a care home reduced	Cllr P Dobb	Amber	↓	39	36	Demographic Change Board	The demographic profile of people with learning disabilities is resulting in an increase in the number of people requiring services. There has been an increase in the number of people supported in Care Homes and supported in the community during the year. The development of the ISIL will provide alternative choices to Care Home placements.
LDCH003b - Rate of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	Cllr P Dobb	Amber	↓	0.68	0.63	Demographic Change Board	
LDCH004a - Numbers of adults with learning disabilities helped to live at home increased	Cllr P Dobb	Green	↑	232	222	Demographic Change Board	Target met and more people with a learning disability have been helped to live at home.
LDCH004b - Rate of adults with learning disabilities helped to live at home increased	Cllr P Dobb	Green	↑	4.07	3.5	Demographic Change Board	



**MODERNISING EDUCATION****PROGRAMMES**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Monitoring and Evaluating Support Services to Schools	Cllr E Williams	Amber	↔	-	N/A	Modernising Education Board	Schools have been asked to report to the Policy and Performance Manager any issues that they have with performance or service received by support services. These issues will then be included in future quarterly reports. To date, only one issue has been logged which demonstrates the system is not working. The Business Change Manager is going to work with schools to encourage them to complain so we are aware of the problems at an earlier stage.
School Reorganisation and Modernisation	Cllr E Williams / Cllr H Evans	Amber	↔	-	N/A	Modernising Education Board	<p>Dee Valley East Review</p> <ul style="list-style-type: none"> <li>Ysgol Llantysilio – Following statutory approval the authority will now proceed to close the school as of August.</li> <li>Ysgol Bryn Collen / Gwernant – Bids have been approved for capital funding for the remodelling of the existing site following the recommendations of the area review. Feasibility works with the two schools are in progress.</li> <li>Ysgol Dyffryn Ial – Meeting with Governors to discuss findings of Feasibility study for future provision</li> </ul> <p>Prestatyn Area Review</p> <ul style="list-style-type: none"> <li>Informal consultation has taken place with headteachers, Chairs of Governors and elected members since April 2009.</li> <li>Options appraisals and costings currently being undertaken on Ysgol Y Llys site and Bodnant Junior site.</li> <li>Most likely outcomes at this point. <ul style="list-style-type: none"> <li>Amalgamated Bodnant School on Bodnant Junior Site – 2FE</li> <li>Extend Ysgol Y Llys to 1.5FE or 2FE</li> <li>Removal of mobiles from Ysgol Penmorfa</li> <li>Small extension to Hiraddug to enable</li> </ul> </li> </ul>

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							<p>removal of mobile Dee Valley West Area Review</p> <ul style="list-style-type: none"> <li>• Informal consultation meetings have taken place with headteachers and Chairs of Governors. Next meeting scheduled for May. Informal consultation meeting to take place with elected members this week.</li> <li>• Headteachers and Chairs of Governors asked to analyse potential models including: <ul style="list-style-type: none"> <li>o Retain the Status Quo</li> <li>o Area School(s)</li> <li>o Federated School(s)</li> <li>o Reduction in number of existing schools</li> <li>o Combination (of area, primary and federated schools)</li> </ul> </li> <li>• Shared Headship – Ysgol Gellifor &amp; Ysgol Bryn Clwyd</li> <li>• Agreement that Sue Roberts (Ysgol Gellifor) will become a shared headteacher over the two schools for a period of 12 months.</li> </ul> <p>Welsh Education Scheme 2010-13</p> <ul style="list-style-type: none"> <li>• Cabinet to approve draft scheme for consultation on Tue 27/04 subject to Welsh Language Board approval.</li> </ul> <p>Tranche 3 – Transitional Funding Applications to be submitted by 29th May</p> <ul style="list-style-type: none"> <li>• Transforming Secondary Education in Rhyl - project will focus on Rhyl High School, Blessed Edward Jones and Ysgol Tir Morfa</li> <li>• Transforming 3 - 18 Welsh Medium Education in North Denbighshire - project will focus on Ysgol Glan Clwyd, Ysgol y Llys, Ysgol Dewi Sant and Ysgol Twm o'r Nant</li> <li>• Transforming 3 - 18 Education in Prestatyn - project will focus on Bodnant Infants / Juniors, Penmorfa, Hrradug and Prestatyn High School.</li> </ul>

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Support for Improving School Attendance	Cllr E Williams	Red	↓	-	N/A	Modernising Education Board	The provisional running total for secondary attendance from September 09 to March 10 is 90.3%. Performance over the same period last year was 90.9%, a drop of 0.6%.
Support for School Improvement	Cllr E Williams	Green	↔	-	N/A	Modernising Education Board	<ul style="list-style-type: none"> <li>All major actions are on track.</li> <li>Targets have been collated and are being taken to DMT this month to discuss and confirm.</li> <li>The Estyn progress visit has been completed and positive feedback was received and has been widely circulated.</li> </ul>

**PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
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 E Williams	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 E Williams	Green	↑	59.78	59.4	Cabinet/CET	Denbighshire is 14th in Wales for this indicator
LMED04 - Raise the percentage of pupils achieving 5 A* to C	Cllr E Williams	Green	↔	55.90	51%	Modernising Education Board	Performance is 4.9% over the target and is an increase of 5% from the previous year.
LMEd01 - Raise the percentage of pupils achieving the Core Subject Indicator at key stage 1	Cllr E Williams	Green	↔	83.20	82.70%	Modernising Education Board	Denbighshire is 6th in Wales for this indicator
LMEd05 - Raise the percentage of pupils achieving the Core Subject	Cllr E Williams	Green	↔	47.10	39%	Modernising Education	Performance is 8.1% above the target and an improvement of 5.8% on the previous year.

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Indicator at key stage 4						Board	

## REGENERATION

### PROGRAMMES

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
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	Regeneration Board	Key objectives being modified to ensure priority area & priority topics are fully agreed with PIs in place to tie in with the WAG SRA targets. WAG has provisionally approved the PID as have DCC Board. Needs to be reported through DCC Capital Group and possibly Full Council. Various drafts of the Master Plan have been considered by the Improvement Board. WAG to send options to Design Commissioner prior to reporting to Cabinet, Rhyl Members Group and eventually proper public consultation
PRIDE workstream being developed to include a pilot project to encourage community involvement in caring for neighbourhoods	Cllr D Thomas	Amber	↔	-	N/A	Regeneration Board	Project ideas discussed with Tourism, Culture and Countryside. Further work to be carried out with Community Safety Partnership.
Implementing Council projects funded through the Rural Development Plan to invest in micro-business and community assets, support high growth 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	Cllr D Thomas	Green	↔	-	N/A	Regeneration Board	RDP Projects under Business Plan I being delivered. Expressions of Interest applications have been submitted to WAG for Business Plan II. Full applications to be submitted by September.
Achieving Economic Regeneration through EU INTERREG projects to support social entrepreneurship and	Cllr D Thomas	Green	↔	-	N/A	Regeneration Board	3 INTERREG funded projects being delivered - WINSENT, BRAND and CANATA II

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
re-brand Rhyl, developing area plans and supporting town centre businesses in Denbigh and Prestatyn through the improvement agreement							
Reduction in poverty through the delivery of additional welfare rights services	Cllr D Thomas / Cllr P Dobb	Green	↔	-	N/A	Regeneration Board	£25k granted by Development Services, via the Regeneration Improvement Board, to Welfare Rights Unit for an additional officer. 161 adults + children taken above the 60% poverty line by DCC Welfare Rights Unit. 867 in total with Citizens Advice Bureau and Benefits Advice Shop.
Raising skill levels in the current and future working age population	Cllr D Thomas	Green	↑	-	N/A	Regeneration Board	young people in Denbighshire now able to access a much wider range of courses at 14 and 16. The full the demands of Tier A of the Learning and Skills Measure 2009 were met in all schools. Attainment at Level 2 increased in 2009 to reflect the curriculum changes. The curriculum offer for 2009 - 2010 has been expanded further both at 14 and 16.
Agreeing the Action Plan with the Welsh Assembly Government for the North Wales Coast Strategic Regeneration Area	Cllr D Thomas	Green	↔	-	N/A	Regeneration Board	Action Plan for year 1 has been agreed and 19 projects are currently underway in Rhyl

**PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
LREG002 - Relative reduction in Job Seekers Allowance claimants in Denbighshire	Cllr D Thomas	Green	↔	0.2	0.16	Regeneration Board	Target to have narrowed the gap between levels for Rhyl and Denbighshire by 0.5% before 2012 (May 2009: Rhyl 7.8%, Denbighshire 4.2%). Gap narrowed by 0.2% by Aug 2009 (Rhyl 7.5%, Denbighshire 4.1%)
LREG001 - Relative reduction in economic inactivity	Cllr D Thomas	Green	↔	-0.70	0	Regeneration Board	Target to have matched the Wales level before 2012 (Oct 07 – Sep 09: Denbighshire 24.9%, Wales 24.2%). ACHIEVED Jul 08 to Jun 09: Denbighshire 23.9%, Wales 24.6%

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
LREG003 - Additional number of Houses in Multiple Occupation (HMO's) taken through the licensing scheme	Cllr D Thomas	-	-	-	50	Regeneration Board	The target was 50 per annum by 2011/12. This is a new scheme and we will start recording against this measure in 2010/11.
LREG004 - Reduce the number of people below the 60% poverty line	Cllr D Thomas	Amber	↔	161	167	Regeneration Board	<ul style="list-style-type: none"> <li>Target to take 500 people above the 60% poverty line by March 2012.</li> <li>DCC Welfare Rights Unit achieved 161. Total achievement by WRU, CAB and BAS is 867 adults and children</li> </ul>
LREG005 - Number of social enterprises assisted	Cllr D Thomas	Amber	↔	2	6	Regeneration Board	2 social enterprises assisted – Youthspace and Gallery 36. 4 more enterprises currently being assisted and will have received the full amount of support by the end of June 2010. Project end is March 2012
LREG006 - Number of village facilities improved	Cllr D Thomas	Red	↔	0	6	Regeneration Board	Project delayed in starting. Target will be achieved by project end date - Feb 2011
LREG012 - Relative reduction in Job Seekers Allowance claimants in each LSOA area in Rhyl	Cllr D Thomas	Green	↔	0.2	0.16	Regeneration Board	Target to have narrowed the gap between levels for Rhyl and Denbighshire by 0.5% before 2012 (May 2009: Rhyl 7.8%, Denbighshire 4.2%). Gap narrowed by 0.2% by Aug 2009 (Rhyl 7.5%, Denbighshire 4.1%)
LREG013 - Incidence of criminal damage in Rhyl	Cllr D Thomas	Green	↔	11	7.5	Regeneration Board	This data is supplied by the Community Safety Partnership. Crime in Rhyl accounts for 46% of all crime in Denbighshire showing that any change in Rhyl has a significant impact on the County as a whole.
LREG014a - Reduce decline in a) Rural businesses	Cllr D Thomas	-	-	-	45	Regeneration Board	Target being revised with WAG. Final output target will be significantly different due to the project being restructured and therefore cannot be reported until next quarter.
LREG014b - Reduce decline in b) Tourism sectors	Cllr D Thomas	-	-	-	3000	Regeneration Board	To increase the number of visitors to Denbighshire by 3000 by March 2011. This indicator is taken from the RDP funded Moor to Shore project. The visitor count has not started yet as much of the ground

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							work (improving footpaths, speaking to farmers etc) had to be carried out first before an increase in numbers could be expected.

## ROADS AND FLOOD DEFENCES

### PROGRAMME

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Highways Asset Management: Implementation of Symology as a complete Highway asset Management Software package.	Cllr S Forbisher	Amber	↓	-	N/A	Environment Scrutiny	Pilot completed and the Streetworks data is now being imported. There have been difficulties with the data load and it has been repeated because some of the data was lost during conversion from one system to another. This has been the focus of recent works in order to ensure that Streetworks is operational by end of May. The other asset management building block to be updated is the National Street Gazetteer which now complies with statutory requirements. A meeting has been organised in May which will agree the priority for implementation of subsequent modules of the Symology system.

### PROJECTS

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Corwen Flood Scheme	Cllr S Forbisher	Green	↔	-	N/A	Environment Scrutiny	WAG confirmation that grant funding will be made available in 2010/11 for design and development costs, with the possibility that additional funding will be available to commence work on site as programmed (January 2011).
Denbigh Flood Scheme	Cllr S Forbisher	Green	↔	-	N/A	Environment Scrutiny	Temporary Works consent received from EAW. Work commenced on site.
West Rhyl Flood Scheme	Cllr S Forbisher	Green	↔	-	N/A	Environment Scrutiny	The scheme is planned to commence on site November 2010 and is on track to do so.

**ACTIONS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Review Council's Gully Emptying Policy and Equipment	Cllr S Forbisher	Amber	↔	-	N/A	Environment Scrutiny	Vehicle purchase complete but there have been warranty issues with one vehicle which are being resolved with the manufacturer. The backlog of work has been the focus for the team and the policy is still at an early stage

**PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
LRFD001a - Percentage of Roads that are in 'Generally Good Condition' a) Principal (A) Roads	Cllr S Forbisher	-	-	-	76	Environment Scrutiny	We have not received all of the SCANNER data yet.
LRFD001b - Percentage of Roads that are in 'Generally Good Condition' b) Non-principal/classified roads	Cllr S Forbisher	-	-	-	53	Environment Scrutiny	We have not received all of the SCANNER data yet.
LRFD002 - Percentage of total highways function cost (revenue & capital) spent directly on highways repairs	Cllr S Forbisher	-	-	-	84	Environment Scrutiny	The final accounts are in the process of completion.
LRFD003 - Percentage of the network resurfaced	Cllr S Forbisher	Red	↔	0.97	4	Environment Scrutiny	This is currently under investigation and will be addressed as part of the Service Performance Review (Highways and Infrastructure) in June 2010.
LRFD004 - Percentage of the network to receive proprietary treatment (i.e. surface dressing)	Cllr S Forbisher	Red	↔	1.98	3	Environment Scrutiny	This is currently under investigation and will be addressed as part of the Service Performance Review (Highways and Infrastructure) in June 2010.



**COMMUNITY AND PEOPLE FOCUSED****PROJECTS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Community Strategy	Cllr R Hughes	Green	↔	-	N/A	LSB	Draft Community Strategy being used as the basis for an integrated partnership plan to include CYPP, HSCWB and CSP. Will develop this over the next 12 months.
Producing the new Equalities Plan	Cllr P Marfleet	Green	↔	-	N/A	Corporate Equalities Group	The Plan has gone through the Corporate Equalities Group and Cabinet before being formally adopted by Full Council on 1 December 2009
Producing the new Welsh Language Scheme	Cllr M Jones	Green	↔	-	N/A	Members Bilingual Forum	The Scheme has been to the Members Bilingual Forum and Cabinet before being formally approved by Full Council on 1 Dec 2009 and approved by the Welsh Language Board on the 23 Dec 2009. The 3 year action plan will monitor and report accordingly on the scheme.
Implementation of the Ffynnon performance management system for Corporate and Service Business Plans.	Cllr H Evans	Green	↔	-	N/A	Cabinet	Progressing according to agreed Project Plan. Corporate QPR prepared using data in Ffynnon. Updated project plan prepared for 2010 - 2011 to continue roll out and use of the system.
Producing a Community Engagement Strategy	Cllr R Hughes	Amber	↔	-	N/A	Corporate Governance Strategic Communication Group	On hold whilst developing Integrated Partnership Plan

**ACTIONS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Deliver Annual Opinion Survey	Cllr R Hughes	Green	↔	-	N/A	CET	The final report has been received from the data unit. The Corporate Communications group will discuss a strategy for the dissemination of the results to the public and media.

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Deliver participatory budgeting	Cllr R Hughes	Green	↔	-	N/A	Leader	Complete for the 2009-10 round. Awaiting confirmation of any budget / process for 2010-11. The Leader wishes to continue the scheme but a budget has not yet been identified. The alternative is to develop PB through service budget allocation as in Cae Ddol.
Deliver regular surveys via Citizens' Panel	Cllr R Hughes	Green	↔	-	N/A	Corporate Governance Strategic Communication Group	Newsletter sent out in January, no survey with it as nothing to survey on and no requests from partners. With Katie now returned to health capacity may be an issue in the short term but the new Community Engagement post with the partnership support team will hopefully take on responsibility for this. This is not clear yet. Work also being done through the LDA on integrating Police/Health and DCC Citizen's Panel.

## HIGH PERFORMANCE CULTURE DELIVERING VALUE FOR MONEY

### PROGRAMME

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Project Gaia: DCC 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	Green	↔	-	N/A	CET	<ul style="list-style-type: none"> <li>Asset/Fleet/Business Travel/Waste: RAG N/A - Programmes not yet started</li> <li>Assets: Indicative figures for 2009 - 2010, actual figures available June 2010, indicative figures show a carbon increase</li> <li>Fleet Travel: Indicative figures for 2009 - 2010 show a carbon increase</li> <li>Business Travel: Actual figures for 2009 - 2010 show a 3.26% carbon reduction</li> <li>Waste Disposal: Indicative figures for 2009 - 2010 show no change in carbon emissions</li> <li>Behaviour Work Stream: RAG GREEN. Attitude survey planned for May 2011</li> </ul>

**PROJECT**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
WorkSMART	Cllr H Evans	Green	↔	-	N/A	Cabinet	The pilot has completed in Caledfryn. 250 staff are now accommodated in Caledfryn, releasing Trem Clwyd for use by Education. The project was completed on schedule and under budget. A detailed report on the benefits of the project is being prepared for delivery in May 2010.

**ACTION**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Agree Medium Term Financial Plan	Cllr J Thompson-Hill	Green	↔	-	N/A	Council	The updated MTFP was reviewed by CET 19 April. Going to Cabinet for members to note the content, in particular likely future funding levels, and agree to work commencing on identifying savings to the 'likely scenario' target level included in the report. Going to full Council May 11.

**PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
CHR002 - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Cllr P Marfleet	Green	↑	10.91	11	Cabinet / Resources Scrutiny	10.91 days lost which is below the 11 day target, and a reduction of 1.54 days compared to last year
% of eligible staff who have had a performance appraisal	Cllr P Marfleet	Red	↑	87.78	100	Cabinet / Resources Scrutiny	Heads of Service have been given up to date reports from Trent (w/c 4th January 2010) outlining which employees within their service haven't received an appraisal. Heads of Service have been asked to ensure that all appraisals are completed (where applicable) and entered into Trent by the end of Q4. Due to the senior management re-structure a number of teams have moved section or directorate - this may have impacted on the overall completion rate

**OUTWARD LOOKING****PROJECT**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Improvement Agreements	Cllr H Evans	Amber	↓	-	N/A	Cabinet	Meeting scheduled for 23rd April 2010 with Wales Audit Office and Welsh Assembly to agree format and timetable for submitting Year 2 evidence against our Improvement Agreement. Overall, good progress appears to have been made against the Improvement Agreement. There are some areas where performance was below target for Year 2, although it is felt that these issues are not significant enough to jeopardise the Improvement Agreement Grant.

**ACTION**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Develop Partnership Governance framework	Cllr H Evans	Red	↔	-	N/A	LSB/Council	On hold until the outcome of the change programme is known.

**STRONG GOVERNANCE AND LEADERSHIP FOR IMPROVEMENT****PROGRAMME**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Change Programme (Service Review Programme)	Cllr P Marfleet / Cllr H Evans	Amber	↔	-	N/A	Change Programme Board	<ul style="list-style-type: none"> <li>The new rational and process has been devised to clarify the key steps that each review needs to take, and to provide guidance to the review leads.</li> <li>The terms of reference have been written for the board and for the new delivery group which will ensure that reviews are undertaken and completed according to the new process, within the context of the programme plan. There is now a clearer focus on reporting and achieving the</li> </ul>

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							<p>anticipated benefits.</p> <ul style="list-style-type: none"> <li>The change programme reviews have been rationalised and now include HR and H&amp;S, Procurement, Legal Services, Property Services, Corporate ICT and IM, Democratic Services, and Finance.</li> <li>The HR business case and the Property Services Review have been approved and are now into the implementation phase.</li> </ul>

**ACTIONS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Review of Policy Making	Cllr H Evans	Green	↔	-	N/A	CET	The Director of Governance and Efficiency has set up a policy task and finish group who have defined what a policy is. They are also looking to draft a policy framework which will be presented to SLT on the 6th May.
Implement Collaborative Member Development Programme	Cllr H Evans	Green	↔	-	N/A	Cabinet/CET	A final report detailing the programme's successes was submitted to the WAG around October 2009 which closed the programme.

**NATIONAL STRATEGIC INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
BNF/004 - Time taken to process Housing Benefit and Council Tax Benefit new claims and change events	Cllr J Thompson	Green	↔	5.81	15	Cabinet/CET	Our target is 15 days. This is another excellent performance by the Benefits team.
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	↔	1556.51	845 (per year)	Cabinet/CET	Our target is 845 per 1000 caseload, another excellent performance by our Benefits team.
HHA002 - The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	Cllr D Thomas	Green	↔	134.58	200	Cabinet/CET	Strenuous efforts have been made with tenancy sustainment to prepare households to move on as soon as possible.
HHA014a - The number of homeless families with children who have used Bed and Breakfast accommodation during the year, except in emergencies	Cllr D Thomas	Green	↔	0	0	Cabinet/CET	Continuing to manage not to place families with children in B & B accommodation
HHA014b - The average number of days all homeless families with children spent in Bed and Breakfast accommodation	Cllr D Thomas	Green	↔	0	4	Cabinet/CET	Continuing to manage not to place families with children in B & B accommodation
PPN001i – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Trading Standards	Cllr S Frobisher	Green	↑	100	57.00	Cabinet/CET	All 14 high risk businesses were inspected for trading standards
PPN001ii – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	Cllr S Frobisher	Green	↑	100	66.00	Cabinet/CET	All 390 high risk businesses were inspected for food hygiene

Title	Lead Member	RAG	Trend	Q4 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	Green	↑	100	77.00	Cabinet/CET	All 52 high risk businesses (farms) were inspected for animal health
PPN001iv – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Health & Safety	Cllr S Frobisher	Green	↑	100	87.00	Cabinet/CET	All 94 high risk businesses were inspected for health and safety
SCA001 - The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	Cllr P Dobb	Green	↔	1.21	1.5	Cabinet/CET	Target met and we anticipate being in the top quartile for this indicator. Operational staff have worked hard to ensure that performance has been achieved.
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	↑	105.6	87	Cabinet/CET	Target met with a greater number of older people being supported in the community.
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	Green	↑	26.09	27	Cabinet/CET	Our target reflects specific challenges faced by the authority in relation to this indicator. Whilst we have met target performance will remain in the 4th quartile. The impact of the recession on the housing market has meant we are increasingly supporting older people with housing assets who would normally self-fund their care through a charge on the property. In addition our demographics are increasingly resulting in a need for Care Homes placements for people aged 85+.
SCC001a - The percentage of first placements of looked after children during the year that began with a care plan in place	Cllr M Jones	Green	↔	100	95	Cabinet/CET	Target met following sustained activity and focus to secure improvement throughout the year.
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 with 100% achieved.

Title	Lead Member	RAG	Trend	Q4 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	↑	6	15	Cabinet/CET	Excellent performance and improvement has been delivered for this indicator.
WMT001i - The % of municipal waste reused and/or recycled	Cllr S Frobisher	Green	↔	34.32	25	Cabinet/CET	These are the figures from quarter 3 as end of year figures available 26th May by WasteDataFlow.
WMT001ii - The % of municipal waste composted or treated biologically in another way	Cllr S Frobisher	Amber	↔	14.71	15	Cabinet/CET	These are the figures from quarter 3 as end of year figures available 26th May when released by WasteDataFlow.
WMT002 - The % of bio-degradable municipal waste sent to landfill	Cllr S Frobisher	Green	↔	46.3	57.5	Cabinet/CET	These are the figures from quarter 3 as end of year figures available 26th May when released by WasteDataFlow.
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 E Williams	Green	↑	76.81	75.20	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 E Williams	Green	↑	59.78	59.40	Cabinet/CET	Denbighshire is 14th in Wales for this indicator
EDU002i - The % of all pupils in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or workbased learning without an approved external qualification	Cllr E Williams	Green	↑	0.87	2.00	Cabinet/CET	The authority has worked with schools to reduce the number of pupils leaving education with no qualifications and this has resulted in a reduction by one half to 0.9%.



Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
EDU002ii - The % of pupils in care, in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or workbased learning without an approved external qualification	Cllr E Williams	Green	↔	0	2	Cabinet/CET	The authority has maintained its performance of all Looked After Children gaining a qualification before leaving school.
EDU006i - The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 2	Cllr E Williams	Green	↓	20	18.9	Cabinet/CET	The target has been exceeded and is above the All Wales performance.
EDU006ii - The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	Cllr E Williams	Green	↑	18.01	16.9	Cabinet/CET	The target has been exceeded and is above the All Wales performance.
EDU011 - The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority	Cllr E Williams	Green	↑	395.94	340	Cabinet/CET	The target has been exceeded by more than 50 points and is well above the All Wales performance.
EDU016a - The percentage of pupil attendance in primary schools	Cllr E Williams	Green	↑	94.38	93.5	Cabinet/CET	Primary attendance is just below target but is above the All Wales attendance.
EDU016b - The percentage of pupil attendance in secondary schools	Cllr E Williams	Amber	↓	91.05	91.5	Cabinet/CET	Secondary attendance is just below target and is equal to the All Wales attendance.
EEF002a - The percentage reduction in carbon dioxide emissions in the non domestic public building stock	Cllr P Marfleet	Red	↑	-1.00	2	Cabinet/CET	Consumption figures for March are not available until June when we will receive our quarterly bill from British Gas. Initial indication at quarter 3 was a potential end of year performance of no change or slight increase in carbon emissions. However indicative figures for end of year 2009 - 2010 show a total carbon tonnage of 12,537 due to an increased consumption of oil and electricity. This results in a

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							percentage increase in carbon emissions from 2008 - 2009 of 1%. This is not in line with Project Gaia target of 3% reduction each year.
EEF002bi - The percentage reduction in energy use in the housing stock	Cllr P Marfleet				2	Cabinet/CET	Not being reported this year. Last year the WAO qualified all Wales reporting of this indicator. WLGA noted the reason was due to errors with the software used to produce the PI. These errors were not corrected for this year and the indicator has subsequently been deleted from the National PMF for 2010 - 2011.
EEF002bii - The percentage reduction in carbon dioxide emissions in the housing stock	Cllr P Marfleet				2	Cabinet/CET	
SPP001i - The average number of units of housing related support, per 1,000 head of population, for Floating support	Cllr P Dobb	Amber	↓	5.85	5.9	Cabinet/CET	3 projects reconfigured, 1 project no longer funded through Supporting People. Final year reporting. Indicator deleted from the National PMF as of 2010.
SPP001ii - The average number of units of housing related support, per 1,000 head of population, for Direct access	Cllr P Dobb	Red	↓	0.13	0.2	Cabinet/CET	8 units for Nightshelter no longer funded by Supporting People. Final year reporting. Indicator deleted from the National PMF as of 2010.
SPP001iii - The average number of units of housing related support, per 1,000 head of population, for Temporary accommodation	Cllr P Dobb	Green	↑	1.06	1.0	Cabinet/CET	3 additional units WEF 12/10/2010 Re: Supported lodgings. Final year reporting. Indicator deleted from the National PMF as of 2010.
SPP001iv - The average number of units of housing related support, per 1,000 head of population, for Permanent accommodation	Cllr P Dobb	Amber	↓	0.79	0.8	Cabinet/CET	1 project reconfigured. Final year reporting. Indicator deleted from the National PMF as of 2010.
SPP001v - The average number of units of housing related support, per 1,000 head of population, for Sheltered accommodation for older people	Cllr P Dobb	Green	↑	14.11	13.3	Cabinet/CET	Increased by Supporting People element to Extracare. Final year reporting. Indicator deleted from the National PMF as of 2010.
SPP001vi - The average number of units of housing related support, per 1,000 head of population, for Community alarm services	Cllr P Dobb	Green	↓	15.25	14.9	Cabinet/CET	No change. Final year reporting. Indicator deleted from the National PMF as of 2010.

<b>Title</b>	<b>Lead Member</b>	<b>RAG</b>	<b>Trend</b>	<b>Q4 Outturn</b>	<b>Target</b>	<b>Monitored by</b>	<b>Comment</b>
THS010a - The percentage of Principal (A) roads that are in overall poor condition	Cllr S Frobisher				5	Cabinet/CET	We have not received all of the SCANNER data yet.
THS010b - The percentage of Non-principal/classified roads that are in overall poor condition	Cllr S Frobisher				11	Cabinet/CET	We have not received all of the SCANNER data yet.

**DEMOGRAPHIC CHANGE****PROJECTS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Intensively Supported Independent Living	Cllr P Dobb	Red	↓	-	N/A	Demographic Change Board	Unable to secure a legal commitment from Health - this has delayed other actions and has had an impact on RAG status. Joint position statement and legal agreement drafted - awaiting approval. Project has been scaled down to minimise risk.
Extra Care Housing (Develop Extra Care Housing Projects in Ruthin)	Cllr P Dobb	Amber	↓	-	N/A	Demographic Change Board	Land due to complete at the beginning of April. There has been an issue over planning consent and it is anticipated that this will be resolved by mid April

**PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
LDCH003a - Number of adults aged 18-64 with a learning disability who are supported in a care home reduced	Cllr P Dobb	Amber	↓	39	36	Demographic Change Board	The demographic profile of people with learning disabilities is resulting in an increase in the number of people requiring services. There has been an increase in the number of people supported in Care Homes and supported in the community during the year. The development of the ISIL will provide alternative choices to Care Home placements.
LDCH003b - Rate of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	Cllr P Dobb	Amber	↓	0.68	0.63	Demographic Change Board	

**MODERNISING EDUCATION****PROGRAMMES**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Monitoring and Evaluating Support Services to Schools	Cllr E Williams	Amber	↔	-	N/A	Modernising Education Board	Schools have been asked to report to the Policy and Performance Manager any issues that they have with performance or service received by support services. These issues will then be included in future quarterly reports. To date, only one issue has been logged which demonstrates the system is not working. The Business Change Manager is going to

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							work with schools to encourage them to complain so we are aware of the problems at an earlier stage.
School Reorganisation and Modernisation	Cllr E Williams / Cllr H Evans	Amber	↔	-	N/A	Modernising Education Board	<p>Dee Valley East Review</p> <ul style="list-style-type: none"> <li>• Ysgol Llantysilio – Following statutory approval the authority will now proceed to close the school as of August.</li> <li>• Ysgol Bryn Collen / Gwernant – Bids have been approved for capital funding for the remodelling of the existing site following the recommendations of the area review. Feasibility works with the two schools are in progress.</li> <li>• Ysgol Dyffryn Ial – Meeting with Governors to discuss findings of Feasibility study for future provision</li> </ul> <p>Prestatyn Area Review</p> <ul style="list-style-type: none"> <li>• Informal consultation has taken place with headteachers, Chairs of Governors and elected members since April 2009.</li> <li>• Options appraisals and costings currently being undertaken on Ysgol Y Llys site and Bodnant Junior site.</li> <li>• Most likely outcomes at this point. <ul style="list-style-type: none"> <li>○ Amalgamated Bodnant School on Bodnant Junior Site – 2FE</li> <li>○ Extend Ysgol Y Llys to 1.5FE or 2FE</li> <li>○ Removal of mobiles from Ysgol Penmorfa</li> <li>○ Small extension to Hiraddug to enable removal of mobile</li> </ul> </li> </ul> <p>Dee Valley West Area Review</p> <ul style="list-style-type: none"> <li>• Informal consultation meetings have taken place with headteachers and Chairs of Governors. Next meeting scheduled for May. Informal consultation meeting to take place with elected members this week.</li> <li>• Headteachers and Chairs of Governors asked to analyse potential models including: <ul style="list-style-type: none"> <li>○ Retain the Status Quo</li> </ul> </li> </ul>

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							<ul style="list-style-type: none"> <li>○ Area School(s)</li> <li>○ Federated School(s)</li> <li>○ Reduction in number of existing schools</li> <li>○ Combination (of area, primary and federated schools)</li> <li>● Shared Headship – Ysgol Gellifor &amp; Ysgol Bryn Clwyd</li> <li>● Agreement that Sue Roberts (Ysgol Gellifor) will become a shared headteacher over the two schools for a period of 12 months.</li> </ul> <p>Welsh Education Scheme 2010-13</p> <ul style="list-style-type: none"> <li>● Cabinet to approve draft scheme for consultation on Tue 27/04 subject to Welsh Language Board approval.</li> </ul> <p>Tranche 3 – Transitional Funding Applications to be submitted by 29th May</p> <ul style="list-style-type: none"> <li>● Transforming Secondary Education in Rhyl - project will focus on Rhyl High School, Blessed Edward Jones and Ysgol Tir Morfa</li> <li>● Transforming 3 - 18 Welsh Medium Education in North Denbighshire - project will focus on Ysgol Glan Clwyd, Ysgol y Llys, Ysgol Dewi Sant and Ysgol Twm o'r Nant</li> <li>● Transforming 3 - 18 Education in Prestatyn - project will focus on Bodnant Infants / Juniors, Penmorfa, Hrradug and Prestatyn High School.</li> </ul>
Support for Improving School Attendance	Cllr E Williams	Red	↓	-	N/A	Modernising Education Board	The provisional running total for secondary attendance from September 09 to March 10 is 90.3%. Performance over the same period last year was 90.9%, a drop of 0.6%.

**REGENERATION****PROGRAMMES**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
PRIDE workstream being developed to include a pilot project to encourage community involvement in caring for neighbourhoods	Cllr D Thomas	Amber	↔	-	N/A	Regeneration Board	Project ideas discussed with Tourism, Culture and Countryside. Further work to be carried out with Community Safety Partnership.

**PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
LREG003 - Additional number of Houses in Multiple Occupation (HMO's) taken through the licensing scheme	Cllr D Thomas	-	-	-	50	Regeneration Board	The target was 50 per annum by 2011/12. This is a new scheme and we will start recording against this measure in 2010/11.
LREG004 - Reduce the number of people below the 60% poverty line	Cllr D Thomas	Amber	↔	161	167	Regeneration Board	<ul style="list-style-type: none"> <li>Target to take 500 people above the 60% poverty line by March 2012.</li> <li>DCC Welfare Rights Unit achieved 161. Total achievement by WRU, CAB and BAS is 867 adults and children</li> </ul>
LREG005 - Number of social enterprises assisted	Cllr D Thomas	Amber	↔	2	6	Regeneration Board	2 social enterprises assisted – Youthspace and Gallery 36. 4 more enterprises currently being assisted and will have received the full amount of support by the end of June 2010. Project end is March 2012
LREG006 - Number of village facilities improved	Cllr D Thomas	Red	↔	0	6	Regeneration Board	Project delayed in starting. Target will be achieved by project end date - Feb 2011
LREG014a - Reduce decline in a) Rural businesses	Cllr D Thomas	-	-	-	45	Regeneration Board	Target being revised with WAG. Final output target will be significantly different due to the project being restructured and therefore cannot be reported until next quarter.
LREG014b - Reduce decline in b) Tourism sectors	Cllr D Thomas	-	-	-	3000	Regeneration Board	To increase the number of visitors to Denbighshire by 3000 by March 2011. This indicator is taken from the RDP funded Moor to Shore project. The visitor

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							count has not started yet as much of the ground work (improving footpaths, speaking to farmers etc) had to be carried out first before an increase in numbers could be expected.

## ROADS AND FLOOD DEFENCES

### PROGRAMME

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Highways Asset Management: Implementation of Symology as a complete Highway asset Management Software package.	Cllr S Forbisher	Amber	↓	-	N/A	Environment Scrutiny	Pilot completed and the Streetworks data is now being imported. There have been difficulties with the data load and it has been repeated because some of the data was lost during conversion from one system to another. This has been the focus of recent works in order to ensure that Streetworks is operational by end of May. The other asset management building block to be updated is the National Street Gazetteer which now complies with statutory requirements. A meeting has been organised in May which will agree the priority for implementation of subsequent modules of the Symology system.

### ACTIONS

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Review Council's Gully Emptying Policy and Equipment	Cllr S Forbisher	Amber	↔	-	N/A	Environment Scrutiny	Vehicle purchase complete but there have been warranty issues with one vehicle which are being resolved with the manufacturer. The backlog of work has been the focus for the team and the policy is still at an early stage



**PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
LRFD001a - Percentage of Roads that are in 'Generally Good Condition' a) Principal (A) Roads	Cllr S Forbisher	-	-	-	76	Environment Scrutiny	We have not received all of the SCANNER data yet.
LRFD001b - Percentage of Roads that are in 'Generally Good Condition' b) Non-principal/classified roads	Cllr S Forbisher	-	-	-	53	Environment Scrutiny	We have not received all of the SCANNER data yet.
LRFD002 - Percentage of total highways function cost (revenue & capital) spent directly on highways repairs	Cllr S Forbisher	-	-	-	84	Environment Scrutiny	The final accounts are in the process of completion.
LRFD003 - Percentage of the network resurfaced	Cllr S Forbisher	Red	↔	0.97	4	Environment Scrutiny	This is currently under investigation and will be addressed as part of the Service Performance Review (Highways and Infrastructure) in June 2010.
LRFD004 - Percentage of the network to receive proprietary treatment (i.e. surface dressing)	Cllr S Forbisher	Red	↔	1.98	3	Environment Scrutiny	This is currently under investigation and will be addressed as part of the Service Performance Review (Highways and Infrastructure) in June 2010.

**COMMUNITY AND PEOPLE FOCUSED****PROJECTS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Producing a Community Engagement Strategy	Cllr R Hughes	Amber	↔	-	N/A	Corporate Governance Strategic Communication Group	On hold whilst developing Integrated Partnership Plan

**HIGH PERFORMANCE CULTURE DELIVERING VALUE FOR MONEY****PERFORMANCE INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
% of eligible staff who have had a performance appraisal	Cllr P Marfleet	Red	↑	87.78	100	Cabinet / Resources Scrutiny	Heads of Service have been given up to date reports from Trent (w/c 4th January 2010) outlining which employees within their service haven't received an appraisal. Heads of Service have been asked to ensure that all appraisals are completed (where applicable) and entered into Trent by the end of Q4. Due to the senior management re-structure a number of teams have moved section or directorate - this may have impacted on the overall completion rate

**OUTWARD LOOKING****PROJECT**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Improvement Agreements	Cllr H Evans	Amber	↓	-	N/A	Cabinet	Meeting scheduled for 23rd April 2010 with Wales Audit Office and Welsh Assembly to agree format and timetable for submitting Year 2 evidence against our Improvement Agreement. Overall, good progress appears to have been made against the Improvement Agreement. There are some areas where performance was below target for Year 2, although it is felt that these issues are not significant enough to jeopardise the Improvement Agreement Grant.

**ACTION**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Develop Partnership Governance framework	Cllr H Evans	Red	↔	-	N/A	LSB/Council	On hold until the outcome of the change programme is known.

**STRONG GOVERNANCE AND LEADERSHIP FOR IMPROVEMENT****PROGRAMME**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
Change Programme (Service Review Programme)	Cllr P Marfleet / Cllr H Evans	Amber	↔	-	N/A	Change Programme Board	<ul style="list-style-type: none"> <li>The new rational and process has been devised to clarify the key steps that each review needs to take, and to provide guidance to the review leads.</li> <li>The terms of reference have been written for the board and for the new delivery group which will ensure that reviews are undertaken and completed according to the new process, within the context of the programme plan. There is now a clearer focus on reporting and achieving the anticipated benefits.</li> <li>The change programme reviews have been rationalised and now include HR and H&amp;S, Procurement, Legal Services, Property Services, Corporate ICT and IM, Democratic Services, and Finance.</li> <li>The HR business case and the Property Services Review have been approved and are now into the implementation phase.</li> </ul>

**NATIONAL STRATEGIC INDICATORS**

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
WMT001ii - The % of municipal waste composted or treated biologically in another way	Cllr S Frobisher	Amber	↔	14.71	15	Cabinet/CET	These are the figures from quarter 3 as end of year figures first available on 26th May when released by WasteDataFlow.
EDU016b - The percentage of pupil attendance in secondary schools	Cllr E Williams	Amber	↓	91.05	91.5	Cabinet/CET	Secondary attendance is just below target and is equal to the All Wales attendance.
EEF002a - The percentage reduction in carbon dioxide emissions in the non domestic public building stock	Cllr P Marfleet	Red	↑	-1.00	2	Cabinet/CET	Consumption figures for March are not available until June when we will receive our quarterly bill from British Gas. Initial indication at quarter 3 was a

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
							potential end of year performance of no change or slight increase in carbon emissions. However indicative figures for end of year 2009 - 2010 show a total carbon tonnage of 12,537 due to an increased consumption of oil and electricity. This results in a percentage increase in carbon emissions from 2008 - 2009 of 1%. This is not in line with Project Gaia target of 3% reduction each year.
EEF002bi - The percentage reduction in energy use in the housing stock	Cllr P Marfleet				2	Cabinet/CET	Not being reported this year. Last year the WAO qualified all Wales reporting of this indicator. WLGA noted the reason was due to errors with the software used to produce the PI. These errors were not corrected for this year and the indicator has subsequently been deleted from the National PMF for 2010 - 2011.
EEF002bii - The percentage reduction in carbon dioxide emissions in the housing stock	Cllr P Marfleet				2	Cabinet/CET	Not being reported this year. Last year the WAO qualified all Wales reporting of this indicator. WLGA noted the reason was due to errors with the software used to produce the PI. These errors were not corrected for this year and the indicator has subsequently been deleted from the National PMF for 2010 - 2011.
SPP001i - The average number of units of housing related support, per 1,000 head of population, for Floating support	Cllr P Dobb	Amber	↓	5.85	5.9	Cabinet/CET	3 projects reconfigured, 1 project no longer funded through Supporting People. Final year reporting. Indicator deleted from the National PMF as of 2010.
SPP001ii - The average number of units of housing related support, per 1,000 head of population, for Direct access	Cllr P Dobb	Red	↓	0.13	0.2	Cabinet/CET	8 units for Nightshelter no longer funded by Supporting People. Final year reporting. Indicator deleted from the National PMF as of 2010.
SPP001iv - The average number of units of housing related support, per 1,000 head of population, for Permanent accommodation	Cllr P Dobb	Amber	↓	0.79	0.8	Cabinet/CET	1 project reconfigured. Final year reporting. Indicator deleted from the National PMF as of 2010.
THS010a - The percentage of Principal (A) roads that are in overall poor condition	Cllr S Frobisher	Red	↓	5.7	5	Cabinet/CET	Unfortunately this does not achieve our target of 5% which is due to the continuing deterioration of the highway after one of the worst winters on record.
THS010b - The percentage of Non-principal/classified roads that are in overall poor condition	Cllr S Frobisher				11	Cabinet/CET	We have not received all of the SCANNER data yet.

**REPORT TO CABINET**

**CABINET MEMBER:** COUNCILLOR M M JONES LEAD MEMBER FOR WELSH LANGUAGE, CHILDREN, YOUNG PEOPLE & LEISURE

**LEAD OFFICER:** DIRECTOR OF SOCIAL SERVICES AND HOUSING

**DATE:** 25<sup>th</sup> MAY, 2010

**SUBJECT:** MERGER OF DENBIGHSHIRE AND CONWY CHILDREN'S SERVICES

**1 DECISIONS SOUGHT**

- 1.1 to agree formally to merge Denbighshire Children's Services with Conwy Children's Services to create an integrated service
- 1.2 to agree a range of practical matters to enable the merger to proceed
- 1.3 to seek a joint meeting with Conwy members in support of implementation of the Children's Services collaboration
- 1.4 to agree to receive a further report setting out options for streamlining governance arrangements for collaborations, given the increasing number of collaborations across Conwy and Denbighshire

**2 REASON FOR SEEKING DECISION**

2.1 At Cabinet meetings in April, both Denbighshire and Conwy agreed to explore the opportunity to create an integrated Children's Service with Conwy with the appointment of a Joint Head of Service. Both Cabinets agreed to continue planning towards this, prior to making a formal decision on merger in May. The relevant Cabinet meetings are in Denbighshire on 25<sup>th</sup> May and in Conwy in June (date to be finalised).

2.2 The agreed key objective remains "Maintaining and improving outcomes under acute financial pressure". As set out at the previous Cabinet meeting, collaboration will help deliver this in the following ways:

*The scale of a larger service (across two counties) will enable greater service resilience, especially in the most specialized services*

*The larger organizational base would offer better opportunities for career development and succession- important considering the ongoing recruitment and retention challenges in Children's Services*

*Same partner agencies shared - merger will enable the service to relate more easily and be more influential with key partners eg health and the police*

*Greater planning, development and QA capacity*

*More opportunity to deliver bilingual service*

*Additional costs are anticipated to fall on Children's Services as the result of high profile cases like that of Baby Peter, increased inspection/regulation and recession impacts. These are already tracking through in increased numbers of care proceedings, for example. A greater critical mass should help protect a highly sensitive front line service during recession and public sector cuts- efficiencies from reducing duplication (eg arising from fewer inspections, lower overall management costs) could both contribute to savings requirements and enable reinvestment in pressure areas*

*The merger could be a key building block for more extensive collaboration across the two Social Services departments*

2.3 The previous report to Conwy and Denbighshire Cabinets authorised officers to undertake further work to enable a formal decision on merger, particularly in relation to

- appointment arrangements for a Joint Head of Service, including the market rate of pay applicable, to enable agreement on salary
- meetings with regulators- CSSIW, WAG and local authority legal services to agree the governance, accountabilities and responsibilities of elected members, Chief Executives and Directors of Social Services, including arrangements for Cabinet and Scrutiny Committees
- the making of interim Head of Service arrangements in each county while the merger project goes ahead
- arrangements for recruitment of a Change/Project Manager and project team members
- further work to identify integration project workstreams
- exploring external sources of funding/resource to contribute to the costs of the merger project
- communication work with staff

2.4 The further discussions between officers that have taken place since the Cabinet meetings in April have served to confirm that the case for merger, as set out in 2.2 above, is strong. There are inevitably a range of known risks and barriers which will require creativity and ingenuity to address and some more detail on these is set out para 2.9 below. It is also inevitable that there will be risks and barriers which have not emerged yet. It will be a function of the Joint Head of Service, the Project Board and the Project Team to deal with these systematically,

putting forward options and solutions which will protect standards and be cost effective.

## **2.5 Appointment arrangements for Joint Head of Service**

A Job Description and Person Specification have been developed for the post.

Research has been undertaken to determine the level of salary required to attract high calibre candidates for the Joint Head of Children's Services post. Denbighshire recently advertised for a Head of Children's Services for a single authority offering a salary package up to £72k. Advertising in the Guardian newspaper did not attract any candidates, however, four candidates were shortlisted and invited to an assessment centre generated from "search". During this "search" over 60 approaches were made to potentially suitable individuals who might be interested in this appointment. The search went beyond Wales and the borders, but it did focus on this area in particular.

This is an extract from the report compiled by the search consultants

*Reasons for rejection of the opportunity mainly focused on salary and location. Some candidates declined the opportunity for both reasons, but our search indicates that we would have had a stronger field of candidates if the salary for the post had been higher.*

*Based on feedback from potential applicants and the research that was undertaken before the post was advertised, using our knowledge of the market for Children's Social Care posts in England and Wales and a review of salaries attached to post advertised over the preceding twelve months in the local government press (Municipal Journal and Local Government Chronicle) it would appear that the Denbighshire post is around £18 000 to £20 000 per annum below the going rate for a small to medium sized unitary council. Salaries for metropolitan and London authorities are higher still.*

It is therefore recommended that the Joint Head of Service post be advertised at a salary of around £85k.

In terms of the detailed arrangements for assessment and recruitment, it is believed that the skills and capacity exist across the two local authorities to run an effective assessment centre and recruitment process. However, using external consultants has proved useful to generate interest in senior posts in this area, and it is recommended that they are retained in this case. The approximate cost would be £5k. These costs are included in the overall budget estimate at para 4.1.1.

The appointment would be made in accordance with the constitutional arrangements for the two councils. Denbighshire's constitution para 4.8.4 (c),

provides that Heads of Service appointed to serve the council, or one or more councils

“shall be made by a joint committee on which the number of councillors from Denbighshire shall be equal to the number of councillors from each other council. The councillors from Denbighshire shall include a member or members of the Cabinet but shall not consist solely of members of the Cabinet. There shall also be equal representation on the committee by or on behalf of the head of paid service of each council.”

To enable rapid progress to be made on the appointment, it is recommended that advertising takes place immediately after formal agreement by Cabinets in Denbighshire and Conwy ie in late June. This would enable the recruitment process to be completed by the beginning of August with the potential appointee in post in November/December. Waiting longer runs the risk of advertising during the summer period with risk of poor take-up and/or potential delay.

Whilst there will be joint management arrangements in post to steer the merger project, it is recommended that Denbighshire be the host or administering authority for the Joint Head of Service post.

## **2.6 Meetings with regulators- CSSIW, WAG and local authority legal services to agree governance arrangements**

The Directors of Social Services met with CSSIW on 31<sup>st</sup> March. Their observations are attached at Appendix I. They agreed that they would participate, if invited, in an observer status capacity, with work to develop the governance arrangements.

A meeting with Rob Pickford, Director of Social Services within WAG, will take place with Directors of Social Services on 19<sup>th</sup> May and any issues arising from this will be reported verbally to both Cabinets.

It is clear that developing arrangements to ensure clear accountability in the joint service needs significant work as part of the merger project. The Social Services Improvement Agency (SSIA) have agreed to contribute capacity to help explore and develop governance arrangements- through allocating time for a 3 – 4 month period from one of their Improvement Managers. Before an agreed “go live” date for the joint service, however, responsibility and accountability for Children’s Services will remain as it is now- exercised through each council separately.

The suggested initial governance arrangements for the merger project are set out in appendix 2.

It is recommended that the Project Board begins to meet as soon as possible after the Cabinet meetings in May/June. It is suggested that the membership of this



board comprises two members from each authority, (of which one would be the Lead Member for the service area) plus two senior officers from each authority, one of which would be the Director of Social Services. The Joint Head of Service once appointed, and in the meantime the Interim Heads of Children's Services in the two respective authorities, would attend/support as appropriate. The Board would initially report into the two Cabinets.

To help consolidate the developing partnership, it is also recommended that a meeting of councillors across the two authorities takes place in advance of the set up of the formal Project Board.

### ***2.6.1 Evolving merger project governance arrangements***

Both authorities are aware of the need to consider how political and senior manager governance arrangements can work together in the light of an increasing number of collaborations between Conwy and Denbighshire. The Children's Services merger provides an opportunity to develop thinking and practice on this.

A possible way forward, for example, could be for Conwy/Denbighshire collaborations to report into a joint sub-committee of both Cabinets. Individual Project Boards (like that for Children's Services described above and that relating to Planning and Public Protection) could then report to the executives in a consistent way.

This could reduce potential duplication and drive problem solving of issues common to Conwy/Denbighshire collaborations (eg HR issues, IT platforms).

In addition, Denbighshire is currently committed to reviewing its Scrutiny arrangements. This will not be finalised until the Autumn, but the growing profile of partnership and collaborative work is one of the drivers for review. There is the potential, therefore, for more streamlined collaboration governance arrangements to emerge- but these will need further work and it is recommended a specific report is brought to both Cabinets outlining possible options in more detail.

### **2.7 The making of interim Head of Service arrangements in each county while the merger project goes ahead**

Denbighshire made an appointment to the Interim Head of Service role with effect from 6<sup>th</sup> April, 2010. Conwy has advertised also, and expects to make an appointment imminently.

### **2.8 Arrangements for recruitment of a Change/Project Manager and project team members**

A Job Description and person specification for the Change/Project Manager role have been drawn up. Both counties have been able to identify individuals with

appropriate experience to take the merger forward. These individuals could be assigned to the project from their current responsibilities. Further discussion is needed as to the detailed arrangements for this but the opportunities mean that key capacity for the project can be put in place well before the appointment of the Joint Head of Service. Admin support will need to be identified.

The previous report to Cabinets identified also the need for dedicated resource from HR, IT, Legal and Finance in the Project Team. It is suggested that further thought is given to the exact resources required following further scoping work, and in the light of in-kind resources being made available, for example by the Social Services Improvement Agency. Proposals for this will be submitted to the Project Board.

Project Team members would remain employed by their current employing authority.

## **2.9 Further work to identify integration project workstreams**

Work to date has suggested that the merger project would need workstreams relating to the following. A brief indication of the challenges involved in each workstream is set out below :

### ***Agreement of joint service models, priorities, opportunities for joint work in 10/11, agreeing policies and procedures***

Conwy and Denbighshire Children's Services already undertake considerable development work and service delivery together.

The two authorities have agreed to share the self assessment grids recently completed by Children's Services as part of the Annual Council Reporting Framework process. This should give a good baseline from which Interim Heads of Service can begin to analyse key areas and priorities in more detail.

The project will need to work through the impact of integration on a range of service delivery aspects. This will include thinking through what the overall vision is for integrated social services across Conwy and Denbighshire and opportunities to enhance effectiveness with Adult Social Services and other key partners within local government- for example co-working between Children's Social Services and Education Services.

### ***Development of joint underpinning systems- eg PARIS***

Whilst both Conwy and Denbighshire use the PARIS system, the system has been separately configured by each local authority to reflect and support local business processes. Initial discussions have commenced to establish potential options for the electronic management of case information which range from operating

separate systems through to a single integrated system. The potential of joining up IT staff located within Social Services to support PARIS has also been identified as a potential area for service integration. The potential of bringing together performance management staff has not yet been considered but is likely to be more challenging as staff in this service area in Conwy are aligned to operational business units rather than location within a single Team.

Any integration of systems would require alignment of business processes in both Conwy and Denbighshire, system build/reconfiguration, significant data migration and a support/retraining package. As the PARIS system also incorporates adult cases any proposals relating to children's cases would need to consider the impact on this function. It is recommended that a full options appraisal is needed to fully understand the work required to deliver shared information systems, costs, likely time scales and expected benefits. Civica as the provider of PARIS would need to be involved in this work.

### ***Governance arrangements***

Paragraph 2.6 above refers to the prominence of this issue. There are governance issues to resolve on a number of levels. For example, statutory guidance requires the Director of Social Services for a council to be accountable for all the authority's social services- wherever those services sit structurally and whoever line manages them. With one Joint Head of Children's Services, and potentially two Directors of Social Services, systems need to be put in place to ensure accountability can be exercised.

If we have eventually have a Joint Management Board for the joint service, as with the Highways collaboration, we need to be clear how this relates to the executives of the two authorities. We also need to establish if there are other more streamlined options for joint management and if so how they would work.

### ***Finance-mapping budgets and proposals for how budget management would work***

While both authorities have similar budgets for their Children's Services, inevitably they are used to fund services in different ways. For example, some support functions are provided corporately in Conwy but sit within services in Denbighshire.

One of the pieces of learning from the Highways collaboration has been that this has taken considerable time to unravel- especially for revenue budgets.

In addition, there are fundamental issues to be explored about whether budgets should be pooled or are "aligned" but not pooled. To achieve the full benefits of integration, there are clear attractions to pooling- which would give greater flexibility. However, there are issues to be considered in terms of accountability to

the public given that Council Tax is raised by individual councils to deliver services to their specific communities.

### ***Legal Services***

Children's Services makes extensive use of legal time, particular to support children's cases in care proceedings. This involves time both from in-house solicitors and external Counsel. Merging the two Children's Services will mean working out how to ensure a single source of legal advice for the joint service is commissioned and provided.

### ***HR arrangements***

Some of the immediate HR issues are set out above in paras 2.5 and 2.8. However, there will be other significant other issues to resolve- for example dealing with the fact that staff on different terms and conditions will be working together, potentially undertaking identical roles.

In addition, there will be a need to decide how an integrated service is brought about in HR terms- in a situation where some staff are currently employed by one organisation, and some by another. Local models do exist for staff working in integrated teams, with single line management, but we need further work to explore what the options are and the pros and cons of each.

### ***Exploring external sources of funding/resource to contribute to the costs of the merger project***

Exploratory discussions with SSIA, WLGA and WAG have so far indicated two potential sources of external support. These are in-kind support from the Social Services Improvement Agency- who have offered some capacity to explore and develop governance and integrated budget issues which will be of wider interest to other Councils exploring collaboration and integration.

We will also be developing an application to the WLGA's Capacity Fund. having received an encouraging response to enquiries relating to this. We will also be discussing financial support/support in kind with Rob Pickford, not least in the context of the significant WAG Ministerial support for the merger proposal.

### ***Communication work with staff***

A further bulletin has been prepared for staff, to be circulated in late May. It will be a critical role of the Change/Project Manager, once appointed, to develop effective systems for the engagement of staff in both authorities.

## **3 POWER TO MAKE THE DECISION**

Local Authorities (Goods and Services) Act 1970 (as amended), Local Government Act 1972 and the Local Authorities (Executive Arrangements)(Discharge of Functions)(Wales) Regulations 2002.

## **4 RESOURCE IMPLICATIONS**

**4.1.1 Cost Implications:** As previously reported, the cost of a 9 month integration project is still estimated at £250k across the two authorities. This includes the costs of the Joint Head of Service, Change/Project Manager, backfill for “technical” project team members (HR, Finance, Legal, IT), admin/clerical support, travel and project development/set up costs. These costs should reduce in the light of positive opportunities to obtain support in kind or cash- especially via SSIA and WLGA.. It is also possible that posts within the Project Team could be filled without backfill- this again could reduce net costs to the two authorities.

In Denbighshire, it is planned to provide for essential additional costs from departmental underspend from 09/10.

It is envisaged that efficiencies and cost avoidance will flow from the integration project, on the basis that it would be more efficient to have one service rather than two, but it is not feasible to calculate these potential efficiencies yet.

Both services anticipate that there will be a need to identify savings as the result of public sector funding cuts in future years. Plainly it will be advantageous to begin to share information about this as soon as possible in order to begin to consider these challenges together.

## **4.2 Staffing / Accommodation Implications:**

Approximately 200 staff across Conwy and Denbighshire would be directly affected, though collaboration would also impact on a range of support services (eg Legal Services, Finance etc). As indicated above, specific project workstreams would be needed to tease out the issues, potential arrangements and implications.

Some of the key HR issues are indicated in para 2.9 above.

It is anticipated that a merged service would continue to have very substantial presences in both authorities so as to ensure continuing excellent access to services by those who need to use them. However, detailed accommodation arrangements, consistent with an integrated service, would need to be considered as part of the integration project and included in any proposed Partnership Agreement.

## **4.3 IT Implications:**

See relevant section under 2.9

## **5 RISK ASSESSMENT**

### **5.1 Risks associated with not agreeing the recommendation/s**

Delay to putting in place suitable leadership arrangements for Children's Social Services in both Counties

Both authorities struggle to recruit Heads of Service of suitable calibre at affordable cost

Uncertainty for staff

Missed opportunity to protect a sensitive service and improve outcomes at a time of acute financial pressure

### **5.2 Risks associated with agreeing the recommendation/s**

Merger could distract attention from delivering the bread and butter of sound Children's Services in each County- we can expect the CSSIW to be very vigilant about this

Potential differences in pay, terms and conditions and budgets- which may be time consuming to resolve

Managing complex governance and accountability issues- for example compliance with statutory guidance on the role and accountabilities of the Director of Social Services

Inability to recruit candidates of sufficient calibre to the Joint Head of Service post or to the project/change manager role

## **6 CHIEF FINANCIAL OFFICER STATEMENT**

This innovative proposal will be challenging to implement but if successful has potential to deliver more resilient and efficient services. It is critical that governance and accountability issues are properly considered and that robust contractual agreements are developed and that effective financial management and budgetary control systems are in place. The wider cost implications of the merger will have to be considered in more detail as the project develops.

## **7 CONSULTATION CARRIED OUT**

Results of consultation with the relevant Scrutiny committees of both councils and with CSSIW were reported as part of the previous Cabinet report.

The initial views of key professionals on the main workstreams for the merger project identified so far are captured in para 2.9

Discussions and consultation with WLGA and SSIA have led to positive suggestions for how those organizations might practically support the merger project.

An update on the meeting with Rob Pickford (Director of Social Services, WAG) will be reported verbally.

Informal consultations with partner organizations have produced positive reactions to the merger proposals- in particular from organizations covering more than one local authority area.

## **8 IMPLICATIONS**

### **8.1 Assessment of Impact on Corporate Priorities:**

One of the Authority's Improvement Themes is to be Outward Looking and this includes being open to productive collaboration. Integrating Services for Disabled Children is one of the workstreams of the Demographic Change priority. It is envisaged that merger with Conwy would enable this work to be rapidly taken forward across both authorities, as well as with shared NHS and voluntary sector colleagues.

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

Merger of services should enable greater service resilience and sustainability during a period of acute financial pressure. This in turn should enable us to better ensure the safeguarding of vulnerable children, including disabled children, and enable them to realize their potential.

### **8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation**

It is not currently envisaged that integration would have a significant impact, for example on travel costs, since front line service delivery would need to be maintained to service users across the same geographical area. This issue will need to be considered as part of appraisal of accommodation options.

### **8.4 Assessment of Impact on NERC Act Biodiversity Duty:**

No impact envisaged

## 9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Advertisement of Joint Head of Service post	Heads of HR End June 2010	
Recruitment to Jt Head of Service post	Appointment Panel July/August 2010	
Identification/recruitment of Change/Project Manager postholder and project team	Directors of Social Services End June 2010	
Identification of location for project team	To be agreed	
Workshop to undertake initial scoping for project plan	Change/Project Manager July 2010	
First Project Board meeting	July 2010	
Agreement of terms of reference and reporting arrangements for Project Board	July 2010	
Joint Head of Service in post	November/December 2010	

## 10 RECOMMENDATIONS

It is recommended that Cabinet

10.1 agrees formally to merge Denbighshire Services with Conwy Children's Services to create an integrated service

10.2 agrees a range of practical matters to enable the merger to proceed namely

10.2.1 proceeding to appoint a Joint Head of Service, the salary level, recruitment and administering authority arrangements set out in para 2.5.

10.2.2 the initial merger project governance arrangements set out in Appendix 2 and membership of the Project Board set out in 2.6.

10.2.3 arrangements for recruitment of a Project Team, specifically a Change/Project Manager and admin support, set out in paragraph 2.8

10.3 seeks a joint meeting with Conwy members in support of implementation of the Children's Services collaboration (para 2.6)

10.4 agrees to receive a further report on options for streamlining governance arrangements for Conwy/Denbighshire collaborations, given the increasing number of collaborations between the two Counties (para 2.6.1 refers)

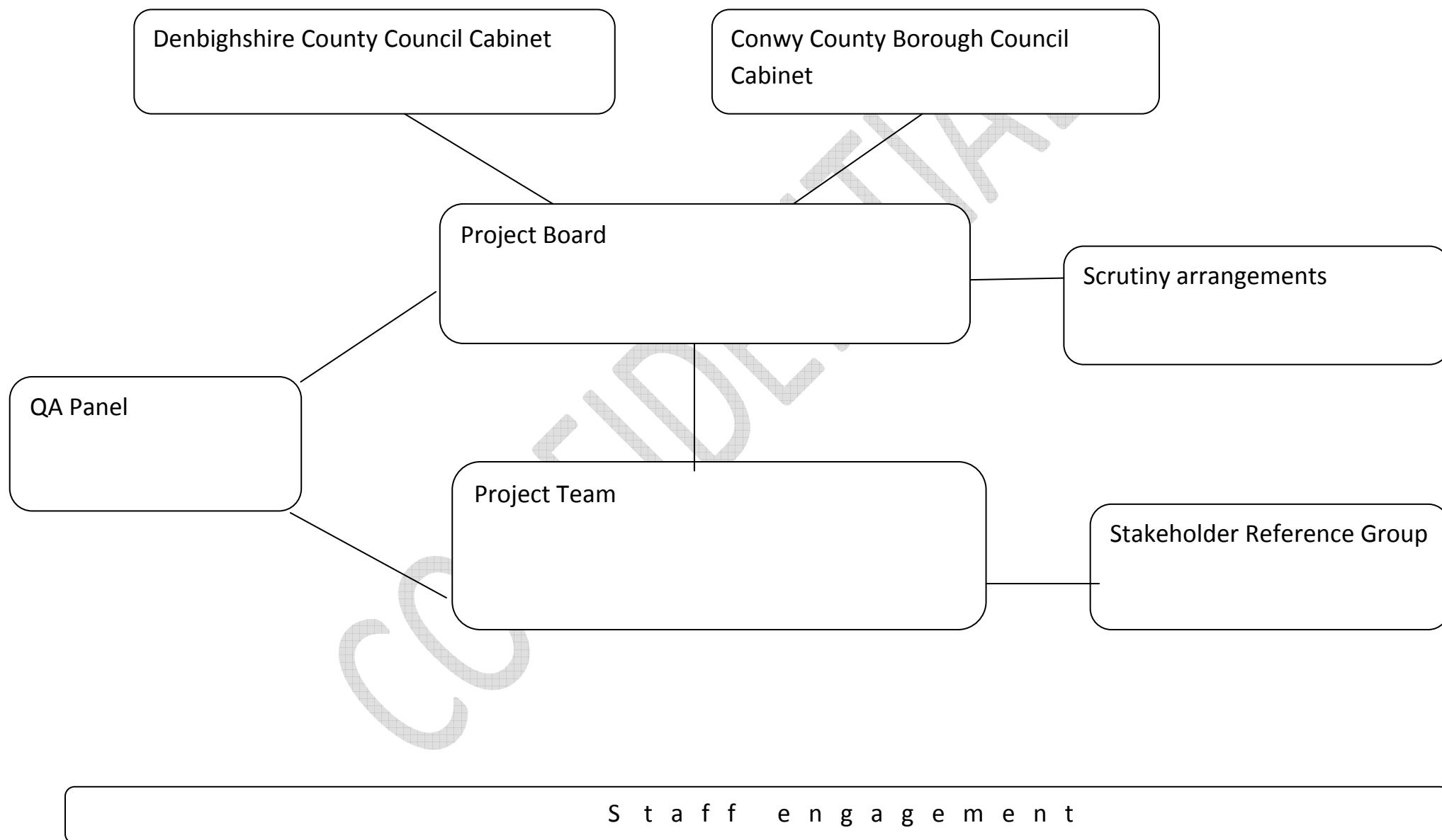


### Consultation with CSSIW (31<sup>st</sup> March 2010)

"A meeting was held between the two Directors, the Chief Inspector and the Assistant Chief Inspector of CSSIW on March 31st. The main comments on the proposals to date were:

- Merger represents a really worthy ambition, offering significant opportunities to be seized as well as representing a huge amount of work
- Setting a clear vision and values and being explicit from the outset about long term aims for the merger even if the merger process is staged is very important.
- The proposals need to be explored and developed with rigour- setting out clear aims, benefits and planning assumptions so that there is common understanding of what it is expected merger will achieve
- Potential opportunities include those for strong professional support leading to improvement for children and young people as well as development opportunities for staff and more effective use of resources in a challenging financial environment
- The most significant risk is viewed as being the engagement of staff and maintaining performance in front line service delivery while integration is taken forward. Effective staff engagement and communication will be vital to ensure interim leaders continue to deliver effective services and that change processes are well managed with managers and staff to keep them fully informed and engaged, and feeling clear and secure about what is planned and its implications for them. Good communications will also be vital to ensure media and other key stakeholders, not least children and their families are well briefed throughout the process.
- CSSIW would participate, if invited, in an observer status capacity, with work to develop the governance arrangements."

**APPENDIX 2**



**CABINET: FORWARD WORK PROGRAMME**

<b>22 JUNE 2010</b>	
Revenue Budget Monitoring Report 2010-2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011 including Community Capital Projects Budget	Councillor J Thompson Hill R Parry
Final Revenue Accounts 2009-2010	Councillor J Thompson Hill R Parry
Housing Revenue Account Provisional Outturn 2009-2010	Councillor J Thompson Hill R Parry
Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys
Modernising Education – Prestatyn Area Review	Councillor E W Williams J Walley / Hedd V Evans
GIFT Support Project – support project for homeless people	Councillor P A Dobb Gary Major
Annual Council Reporting Framework (ACRF) – The Statutory Director of Social Services will be responsible for publishing an annual report setting out her assessment of the effectiveness of social care services and priority areas for improvement in the year ahead	Councillor P A Dobb S Ellis / C O’Gorman
Asset Challenge and Efficiencies	Councillor P J Marfleet B Jones / R Parry
West Rhyl Master Plan – To consider options drawn up by Consultant for demolition and redevelopment works in part of West Rhyl in order to go to public consultation for a preferred option	Councillor D A J Thomas G Boase / S Kaye
Review of Progress with the Strategic Regeneration Area and Future Programme	Councillor D A J Thomas M Dixon
Approval of Advertising Tender	Councillor R W Hughes G Watson
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>13 JULY 2010</b>	
Revenue Budget Monitoring Report 2010-2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Update and Review on the Community Capital Projects	Councillor D A J Thomas M Dixon
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>AUGUST ~ NO MEETING</b>	
<b>7 SEPTEMBER 2010</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Corporate Plan II 2009-2012 – Annual Review for recommendation to Council	Councillor H H Evans David Morgan

Monitoring Performance Against the Authority's Corporate Plan	Councillor H H Evans E McWilliams
Community Capital Projects – Decisions	Councillor D A J Thomas M Dixon
Local Development Plan – details conclusions on the consultation on the LDP prior to reporting to Full Council	Councillor S Frobisher G Boase / Angela Loftus
Report on Progress Regarding Collaboration on Planning and Public Protection with Conwy CBC	Councillor S Frobisher / Councillor D A J Thomas G Boase
Coastal Shoreline Management Plan – The Shoreline Management Plan is a policy document for coastal defence management, and its objective is to identify sustainable long-term management policies	Councillor S Frobisher David Hall
Scala Cinema and Arts Centre, Prestatyn: Business Plan Update Part II	Councillor P A Dobb I Prys Jones
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>30 SEPTEMBER 2010</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Annual Treasury Report 2009-2010	R Parry
Agricultural Estates Review Update	Councillor P J Marfleet B Jones / David Mathews
Dee Valley West Primary Schools Area Review	Councillor E W Williams Hedd Vaughan Evans
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>20 OCTOBER 2010</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Update on Revenue Budget Provisional Settlement 2011 - 2012	Councillor J Thompson Hill R Parry
Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys
Welsh Education Scheme – final approval following consultation	Councillor E W Williams Hedd Vaughan Evans
Prestatyn Primary Schools Area Review	Councillor E W Williams Hedd Vaughan Evans
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>24 NOVEMBER 2010</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry

Update on Revenue Budget Settlement 2011 - 2012	Councillor J Thompson Hill R Parry
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>15 DECEMBER 2010</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Update on Revenue Budget Provisional Settlement 2011 - 2012	Councillor J Thompson Hill R Parry
Scala Cinema and Arts Centre, Prestatyn: Business Plan Update Part II	Councillor P A Dobb I Prys Jones
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>12 JANUARY 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Capital Plan 2011 – 2012	Councillor J Thompson Hill R Parry
Final Budget Proposals 2011 – 2012 or end of month	Councillor J Thompson Hill R Parry
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>26 JANUARY 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Capital Plan 2011 – 2012	Councillor J Thompson Hill R Parry
Final Budget Proposals 2011 - 2012	Councillor J Thompson Hill R Parry
Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>16 FEBRUARY 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Housing Revenue and Capital Budgets 2011 – 2012	Councillor J Thompson Hill R Parry
Recommendations from Scrutiny Committees	Scrutiny Officers

<b>30 MARCH 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
Scala Cinema and Arts Centre, Prestatyn: Updated 3 year business plan and annual report to be presented annually to Cabinet as per Clause 8.2.2 of the Loan Agreement	Councillor P A Dobb I Prys Jones / R Parry / Gareth Williams
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>27 APRIL 2011</b>	