

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 13 July 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; M M Jones, Lead Member for Welsh Language, Children, Young People and Leisure; 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 W L Cowie; C Hughes; H Ll Jones and D I Smith.

ALSO PRESENT

Chief Executive; Corporate Director: Environment; Corporate Director: Social Services and Housing; Corporate Director: Governance and Efficiency; Corporate Director: Lifelong Learning; Principal Management Accountant and the Head of Corporate Governance.

APOLOGIES

Councillor R W Hughes, Lead Member for Customers and Communities.

1 URGENT MATTERS

There were no Urgent Matters.

2 MINUTES OF THE CABINET MEETING 22.06.2010

The Minutes of the Cabinet meeting held on 22 June 2010 were submitted.

RESOLVED that the Minutes of the meeting held on 22 June 2010 be approved as a correct record and signed by the Leader.

3 NORTH WALES REGIONAL COLLABORATION PROJECT FOR THE PROVISION OF SCHOOL IMPROVEMENT SERVICES

Councillor E W Williams presented the report for Cabinet to note the progress made to date with the implementation of the North Wales Regional School Improvement Service developments and to approve the continuation of this project as outlined in the report.

Councillor Williams informed colleagues that 2 joint meetings of the Project Board had been held. He said it was important that there was Member representation attending

the meetings from the 6 Authorities and he asked the Leader to discuss the issue with other Leaders at their next meeting. He said both the Chief Executive and Corporate Director: Lifelong Learning ensured their opinions were clearly expressed at these meetings. The aim of the project was to ensure improved efficiency, increased capacity and to strengthen the specialist support provision to the schools and the Local Authority. Scrutiny Committee would be considering the internal review and linkages to this project at their next meeting and would consider the work carried out to date. Schools would need to realise that many changes would happen to ensure higher standards and better background services for them. Councillor H H Evans said the North Wales Leaders would be meeting on 16.07.2010 and he would discuss and stress the importance of Member attendance at the group. Councillor Evans asked about the project timescale how supportive the schools were. Councillor Williams said the timescale was outlined in the report as was how the process would be implemented. Nick Jarman, Consultant had met with the Directors of Education, the Group / Headteachers and Education Officers in three separate meetings and it was expected that Corporate Directors would promote the project in their own County. Councillor Williams stressed that the smaller schools would need to understand the new pressures on them and their school governors and the importance of the project to them.

The Collaboration Concordat (collaboration to improve the quality, effectiveness and efficiency of school improvement services in the North Wales region) was distributed by the Corporate Director: Lifelong Learning. He said this had been signed by Lead Members and Directors.

Referring to the Concordat, Councillor J Thompson Hill asked what percentage of commitment was there from Members along the political line elsewhere. Councillor Williams said the Concordat had been signed and would be supported. This was not only an efficiency saving for each Authority but more importantly, was an opportunity to provide better services for schools. He confirmed that each Authority would be considering similar reports.

Councillor P J Marfleet said this was an exciting initiative with many benefits but said Denbighshire could not have great cost bills to achieve the resulting efficiency savings and he wondered whether the pace being set could lead to extra costs. Councillor Williams said schools currently bought in improvement services and the new provision would enhance this work in Denbighshire, in particular for smaller and Welsh medium education schools. The Corporate Director: Lifelong Learning said internal reviews would also be carried out. It was likely that this process would be followed by consideration of SEN and school inclusion provision.

Councillor D I Smith agreed this was a good initiative and school improvement for the benefit of pupils was the primary reason for the project, not making efficiency savings. He agreed it was important that decisions be taken on who would be monitoring the project and setting targets for example, would it be overarching or each school being monitored in turn. Councillor Williams said the first full evaluation would be carried out in January 2014. Each school had inspections and each school would also very quickly let the Authority know if the process did not work. The Corporate Director: Lifelong

Learning informed Members that the Programme Board would be monitoring the process and targets would be set to improve education. Baselines would be established in order to set targets for development of the project. Accountability would rest with individual Authorities and such monitoring tasks could be carried out by Scrutiny Committee and through normal Performance Management.

The issue of collaboration was raised by Councillor C Hughes and he said that Denbighshire had raised its standards in Education over recent months. He wanted collaboration to work and also for the relationships built through the excellent staff to remain. He felt it was quite soon after the Estyn Inspection to be making changes and he was concerned about how the process would work operationally and that schools should not become more remote. Councillor E W Williams said some departments within Education were understaffed and equal services were not being provided at the present – by following the process it would be possible to have a pool of staff available for every aspect of school work. There were big opportunities by following the process and he reassured Councillor Hughes and any others who may have had doubts that this would increase the level of service provision to schools. School Governor training would also become more important.

The comments by Councillor Williams were echoed by Councillor H H Evans who said it was important not to dwell in the past as by doing so, it could stop the Authority from moving forwards. This new collaboration would provide a better and more efficient service and there would still be local officers who would maintain the close working relationships with schools, as at present and the local perspective would not be lost.

RESOLVED that Cabinet approve the progression of the project in accordance with the timescale as set out in the Action Plan in the report.

4 ANNUAL COUNCIL REPORTING FRAMEWORK (ACRF): THE DIRECTOR OF SOCIAL SERVICES' FIRST ANNUAL REPORT

Councillor P A Dobb and Councillor M M Jones presented the report seeking Cabinet approval to the Director of Social Services' First Annual Report.

Councillor Dobb said that all Social Services departments across Wales were completing similar reports and this requirement had been designed to reduce the number of inspections to be held and improve service provision, by improving and strengthening internal Council arrangements for assessing and managing performance of social care. The Annual Report 2009-2010 booklet in Denbighshire had been formed using Ceri's Family (Denbighshire's virtual family) as a base, with previous inspection work taken into account as well as the new business plan. Seven priorities had been identified for improvement, including meeting the impact of demographic change, and working closer to the community.

The Corporate Director: Social Services and Housing said the Authority was performing well with strong leadership and a committed workforce. Scrutiny Committee was pleased with the report and had asked her to highlight to Cabinet that the Department's

finances were being prudently managed. The report had not been written by external inspectors and this change represented a significant shift in emphasis which transferred performance management accountability from the national centre back to local authorities. The position statement would play a key role in monitoring and driving forward the improvement of services as part of the Council's Corporate Plan and response to the Local Government (Wales) Measure 2009. Angela Mortimer, Care and Social Services Inspectorate Wales (CSSIW) had met with officers and initial feedback said Denbighshire had provided a comprehensive report. Ms Mortimer would provide a formal report by September 2010 once she had reviewed and analysed evidence underpinning the report - this would result in an individual inspection and review plan for Denbighshire.

Councillor M M Jones said there were 4 parts of the report – overview, analysis, audit trail and business planning. There was a requirement for the report, written by the Corporate Director, to be formally approved by Council. Using Ceri's Family to present the information was an excellent idea and the report set out the actions and expected outcomes for the service. It was important that service users understood both the Adult and Children's Services in the County. She thanked officers for their hard work.

The Corporate Director: Social Services and Housing said that the service was performing well across most areas but there would be challenges which would need action. There was increased work in Children's Services as a result of the Baby P case and it was important to ensure that staff could cope with all the extra work. Staff had to work to deadlines and activity recording had increased, therefore it was important to rebalance the amount of time staff spent with clients to ensure a better balance. Rural service delivery was also an issue and would face challenges as there was better service delivery in the north than south of the County. The report was not aspirational, performance indicators were linked in to the High Performing Council and budget constraints.

Responding to a query from Councillor H H Evans, the Corporate Director: Social Services and Housing said taking resource pressures into account and where it all fitted in with performance indicators was in line with what the Authority was trying to achieve corporately. The work would be monitored through Scrutiny Committee.

CSSIW would provide their formal feedback in September 2010 and would then discuss and agree with the service what would be inspected in 2012.

RESOLVED that Cabinet note the changes to inspection, review and evaluation following the introduction of the Annual Council Reporting Framework (ACRF). Cabinet accept the Director of Social Services' first annual report.

5 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2010-2011

Councillor J Thompson Hill presented the report for Cabinet to note the latest estimate of the likely outturn figures for the 2010/11 financial year as detailed in Appendix 1 attached to the report and the summary capital plan performance for 2010/11 as

detailed in Appendices 2 and 3 attached to the report. Cabinet were also asked to note the latest Housing Revenue Account and housing capital position for 2010/11 as detailed in Appendices 4 and 5 attached to the report.

A great deal of work had been carried out since the previous month to ensure the overall budget overspends were reduced. To date, an overall overspend of £68k was forecast, excluding the schools' delegated budget. The overspend on the schools' delegated budgets had increased to £628k and this was of great concern which would affect future years. However, Lifelong Learning was forecasting a balanced budget as the previous pressures relating to the cost of maternity cover had been reviewed and a revised agreement with schools introduced. Councillor H H Evans congratulated Lifelong Learning in particular on reducing their overall overspend.

Social Services and Housing were forecasting an in-year underspend of £2k mainly due to 2 specialist placements in Children's Services having ceased. A balanced budget was being forecast in the Environment Directorate but with major pressures on the large income budgets relating to building and development control and car parking being forecast. The Corporate Governance & Efficiency budgets are forecast to be £70k over as a result of pressures on the translation budget. The Capital expenditure at the end of June was £2.8m for a Plan totalling £23.7m.

The Housing Revenue Account was showing an in year surplus of £277k and capital expenditure of £6.9m against an original plan of £8m. Denbighshire was still on target to achieve the Welsh Housing Quality Standard by the end of 2012. Responding to a query from Councillor H L I Jones, Councillor D A J Thomas said that the Authority should achieve the Welsh Housing Quality Standard and this was monitored by the Head of Housing Services and staff. Denbighshire was in the forefront in Wales with this and the County's Housing Stock Business Plan had been formally agreed for another 3 years by the Welsh Assembly Government. Compared to other Authorities, Denbighshire was in a good position regarding this.

Councillor E W Williams said he had recently heard Jocelyn Davies AM, Deputy Minister for Housing and Regeneration discuss council housing and the fact that all those Authorities who had council housing stock had funding sent to Westminster. Councillor Williams asked that Denbighshire lobby on this as the money should be retained in Wales.

RESOLVED that Members note the initial revenue projections for 2010/11 as detailed in Appendix 1 attached to the report and note the summary Capital Plan performance figures for the 2010/11 financial year as detailed in Appendices 2 and 3 attached to the report. Members also note the Housing Revenue Account and Housing Capital Plan forecasts as detailed in Appendices 4 and 5 to the report.

6 CABINET FORWARD WORK PROGRAMME

Councillor H H Evans presented the Cabinet Forward Work Programme.

At Councillor P J Marfleet's request, Members discussed the Agricultural Estate Review and the need for the report to be presented during September. It was agreed that a special Cabinet meeting be held following County Council on 21.09.2010.

Councillor E W Williams, referring to the Dee Valley West Review said this would now be referred to as the Edeyrnion Review.

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

7 ISSUES REFERRED TO CABINET BY THE SCRUTINY COMMITTEES

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

8 URGENT ITEMS

There were no Urgent Items.

The meeting concluded at 10.55 a.m.

REPORT TO CABINET

CABINET MEMBER: **COUNCILLOR S FROBISHER, Lead Member for Environment and Sustainable Development**

LEAD OFFICER: **Stuart Davies, Head of Highways and Infrastructure**

DATE: **7 SEPTEMBER 2010**

SUBJECT: **SHORELINE MANAGEMENT PLAN**

1 DECISION SOUGHT

To seek Cabinet support for the Shoreline Management Plan policies and recommend adoption of the Shoreline Management Plan by the Council.

2 REASON FOR SEEKING DECISION

2.1 The first generation of Shoreline Management Plans (SMPs) was developed in the late 1990s. These SMPs provide a large scale assessment of the risks associated with coastal processes and present a long term framework to reduce these risks to people and the developed, historic and natural environment in a sustainable manner. A SMP is a high level document that forms an important element of the strategy for flood and coastal erosion risk management. It also develops Coastal Defence policies for the coastline.

2.2 The SMP has been reviewed (known as SMP2) by consultants Halcrow Group Ltd. on behalf of the North West and North Wales Coastal Group – a partnership between the maritime local authorities in North West England and North Wales, and the Environment Agency. All the SMPs in the North West and North Wales have been reviewed concurrently. Blackpool Council is the lead authority responsible for managing the contract and Sefton Council chair the Project Management Board which is comprised of Local Authorities, Natural England, English Heritage, Countryside Council for Wales (CCW), Cadw, Environment Agency (England and Wales) and representatives of the Coastal Groups.

2.3 The SMP2 process is 100% capital grant aided from the Environment Agency and, in Wales, by the Welsh Assembly Government.

2.4 SMP2 is a non statutory document, but it is necessary to support the application for capital grant aid from the Environment Agency in England and the Welsh Assembly Government in Wales.

2.5 SMP2 sets coastal defence policies for three time 'epochs':

- 0 to 20 years short term
- 20 to 50 years medium term
- 50 to 100 years long term

For each of these epochs one of four policies is chosen for each length of coast:

- Advance the line – move the coastline seawards

- Hold the line – maintain the existing coastline position
- No active intervention – no significant public money put into management of the coastline
- Managed re-alignment – manage the movement of the coastline landward or seaward

2.6 The SMP2 study area (Cell11) covers the coastline from the Great Orme to the Solway Firth. To facilitate project management and encourage local participation, Cell 11 is split into five sub-cells. Denbighshire is in Sub-cell 11a, covering the coastline from the Great Orme to Southport. Wirral MBC is the lead authority for Sub-cell 11a.

2.7 The review of the SMPs for Cell 11 began in January 2008. The preliminary consultation process started with Elected Member Forums in September and December 2008. As the policies were developed, further Forums were held in June 2008 for both Elected Members and Stakeholders. Draft policies were published in October 2009 and were available for public comment until February 2010. A public consultation meeting was held in December 2009 to which all Members were invited. All Members have also received a copy of an Information Report sent out with the papers prior to the Scrutiny Meeting on 12 November 2009.

2.8.1 Comments on the draft SMP2 have been considered by the consultants in conjunction with the partners, and amendments made where relevant. SMP2 is now being finalised and is available on the Coastal Group website www.mycoastline.org

2.9 CCW have reservations about uncertainties in connection with the Habitat Regulation Assessment and consider the SMP might have an adverse impact in the long term on designated sites within the area. If CCW sustains their reservations, the consultants will submit an Imperative Reason of Overriding Public Importance (IROPI) report to Welsh Assembly Government explaining that alternatives have been assessed, why the policies have been chosen and that there are no policies that would have had less of an impact. The consultants are confident that they can present a robust IROPI case to WAG and that adoption by Local Authorities should continue.

2.10 From the Foryd Railway Bridge, in the Clwyd Estuary, to Barkby Beach the policy in general terms is to maintain the defences for the whole of the 100 year period. Upstream from the Foryd Railway Bridge to Rhuddlan Road Bridge (the limit of the plan) the policy is to maintain the defences for the first 20 years, then to consider the construction of set back defences for the following 80 years, dependant on the outcome of further studies. From Barkby Beach into Flintshire, the policy is to generally maintain the dune system as a natural defence, but not necessarily in the same location.

3 POWER TO MAKE THE DECISION

The Council has powers under the Coast Protection Act 1949 to carry out coastal defence works.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

None at present as SMP2 is funded by WAG. However, a contribution from DCC may be required to implement the Plan in the future. The SMP does not consider actual schemes to implement the Plan. The Council is awaiting a Strategy Report from consultants that should detail schemes likely to be required to meet the shorter term requirements of the SMP. It is envisaged that two schemes, total of the order of £5m, will be required in the next 10 years. The level of funding required from DCC will depend upon the grant aid received from WAG at that time. Typically DCC would be expected to fund 25% of the cost of the works.

4.2 Staffing / Accommodation Implications:

None at present. Further staff may be required to implement the Plan.

4.3 IT Implications:

None

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Failure to adopt SMP2 could lead to inappropriate policy decisions concerning sustainable development, flood and coastal erosion risk management over the period of the Plan.

Funding from the Welsh Assembly Government for monitoring and maintaining the existing defences could be withdrawn.

5.2 Risks associated with agreeing the recommendation/s

None

6 CHIEF FINANCIAL OFFICER STATEMENT

The implications for match funding from Denbighshire C C arising from future schemes will need to be considered as part of the annual Capital Programme considerations. The level of capital resources available to the Council over the next 5 years are expected to reduce significantly.

7 CONSULTATION CARRIED OUT

During the development of SMP2, County Councillors, relevant Community Councils and statutory consultees such as the Welsh Assembly Government, Environment Agency (Wales), Countryside Council for Wales, and Cadw have been consulted at all stages. Members of the public have also been consulted.

When proposing coastal defence works, the Council consults with the statutory consultees. In addition, notification is given to local County Councillors, AMs and MPs, as well as Community Councils. Under the terms of the Coast Protection Act, adjacent Local Authorities are also consulted.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

Supports Denbighshire County Council's Aims, Priorities and Core Values 2008-2012, Priority 4 – Roads and Flood Defences.

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

Rhyl and Prestatyn, and the surrounding areas, are some of the most populated parts of Denbighshire and proposals to alleviate flood risk fully supports the Council's Vision for the communities. Flood defence work has a positive impact on communities affected by flooding and supports their long term sustainability.

8.3 Assessment of Impact on Climate Change – Mitigation and Adaption:

The policies in SMP2 are designed to meet the anticipated changes to the climate and the consequential sea level rise.

8.4 Assessment of Impact on NERC Act Biodiversity Duty:

The policies in SMP2 recognise the Biodiversity Duty imposed on local authorities under the terms of the Natural Environment and Rural Communities Act 2006

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Denbighshire County Council adopts SMP2	David Hall October 2010	Robert Humphreys October 2010

10 RECOMMENDATIONS

That Cabinet Members support the report and recommend the Council adopts the Shoreline Management Plan.

REPORT TO CABINET

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

LEAD OFFICER : Chief Financial Officer

DATE: 7th September 2010

SUBJECT: Revenue Budget & Summary Capital Plan 2010/11

1. DECISIONS SOUGHT

- 1.1 To note the latest estimates of the likely outturn for the 2010/11 financial year as detailed in the attached Appendix 1.
- 1.2 To note the summary capital plan performance for the 2010/11 financial year as detailed in the attached Appendices 2 and 3.
- 1.3 To note the latest Housing Revenue Account and housing capital position for 2010/11 as detailed in Appendices 4 and 5.

2. REASONS FOR SEEKING DECISION

- 2.1 To advise members of the latest indications of budget performance in order to deliver the agreed budget strategy for 2010/11 and deliver significant savings to deal with reduced funding levels in the medium term. The report also keeps members informed of the Council's money market dealings.

3. POWER TO MAKE THE DECISION

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

4. COST IMPLICATIONS

- 4.1 This report shows the revenue and capital projections for the current financial year. Appendix 1 details an overall revenue over spend of £70k, excluding the schools' delegated budgets. The pressure reported is within the translation service (Corporate Governance & Efficiency). The revenue budget forecasts assume a neutral impact for single status and equal pay adjustments in this financial year. The over spend on the schools' delegated budgets is £681k in total and relates to four schools in financial difficulty.

j) Lifelong Learning is forecasting a balanced budget. Previous pressures relating to the cost of maternity cover have been reviewed and a revised agreement with schools introduced. A commitment has been made by the directorate to increase the accountability of budget holders. This will therefore result in budget pressures in year being contained within service budgets.

ii) **Social Services & Housing** is forecasting a balanced budget. Details are as follows:

- a) *There are new pressures on specialist placement budgets in Children's Services as two new placements have started recently. The cost of these creates an additional cost but it is assumed at this stage this will be met from the Specialist Placement Reserve and so does not create a new revenue pressure. The Adult Services budgets have been realigned so that income from charging policy is more accurately reported against key services. The Business Support budgets are now also shown as part of Adult Services to reflect recent structural changes but further work is ongoing that will reduce variances between services further. The additional costs in Housing this year are mainly as a result of recent legislative changes.*
- b) *The forecast assumes that the council's share of the Continuing Healthcare funding will be paid in 2010/11 and that funding matches expenditure. If this assumption changes the revenue position could improve later in the year.*
- c) *Savings from vacancies and other in-year measures are assumed as retained by the Directorate. The Supporting People surplus is assumed to be earmarked for corporate efficiencies.*

iii) **Environment budgets** are forecasting a balanced budget.

a) *The budgets have been realigned this month so that major pressures on the large income budgets relating to building and development control and car parking have been offset by vacancy savings and efficiencies from school transport, licensing and street lighting budgets and so are contributing to the balanced net position. It is assumed therefore that the savings and efficiencies listed will be retained by the directorate.*

b) *The forecast assumes that winter maintenance costs can be contained within the existing budgets and by drawing on the Winter Maintenance Reserve.*

iv) **Corporate Governance & Efficiency budgets** are forecast to be £70k over as a result of pressures on the translation budget.

4.2 Capital expenditure at the end of July is **£6.3m** , for a plan that totals **£25.4m**. Appendix 2 shows a **Capital Plan summary** and Appendix 3 shows expenditure split by Directorate priority.

4.3 As previously agreed by Cabinet, **Housing Revenue Account (HRA)** and Housing Capital Plan updates are included in this report when there is no separate HRA report. Appendix 4 summarises the latest HRA position and Appendix 5 shows the latest **HRA Capital Plan**.

- 4.4 The latest figures show an in year surplus of £269k on the HRA and capital expenditure of £6.9m against an original plan of £8m. The capital expenditure has slipped a little against budget this year as last year's re-tendering exercise continues to have an impact. The re-tendering caused a delay in last year's plan but has delivered significant cost savings. Any delays will be recovered next year and the Housing Stock Business Plan remains financially viable, with the council still on track to achieve the Welsh Housing Quality Standard by the end of 2012.

5. RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendations

Risk of service overspends not being contained within the overall Council budget with the resulting reduction to Reserves & Balances and pressure continuing into future years.

5.2 Risks associated with agreeing the recommendations

Risks include the potential impact upon service levels and quality and the possibility of a negative impact upon the Council's public image.

6. CHIEF FINANCIAL OFFICER STATEMENT

- 6.1 Directorates will need to continue to exercise tight control over their revenue expenditure to ensure they remain within their budgets. Action should be taken to begin to address underlying net pressures within service budgets as the capacity to do so in the coming years will diminish. The current financial year must be used as a platform for all departments to begin to deliver significant savings in the medium term. Plans should include strategies to manage the removal of any one-off funding that was awarded in the 2010/11 budget settlement.

- 6.2 Services budgets are now broadly on target. Should pressures emerge throughout the year directorates will need to contain them within existing resources.

6.3 MONEY MARKET INVESTMENTS UPDATE

The Council's strategy in 09/10 was to reduce its debt and investment balances until a level was achieved which the Council felt comfortable with for cash flow purposes. This was achieved by the end of 09/10 and the Council took out new long term loans of £10m in total at this time to boost funds for capital costs.

Further opportunities for new borrowing will be explored in 10/11 and taken at the appropriate time by monitoring the Capital Plan, interest rates and the Council's cash position. The Council will also monitor its investment balances throughout the year and aim to maintain them at a level which is comfortable for the Council's cash flow requirements.

The Council will continue to invest with the top 6 UK banking groups and the HM Treasury deposit account but will also consider placing investments with banks in Germany and Australia when required as agreed in the Treasury Management Strategy Statement for 10/11.

Officers are meeting regularly with the Council's Treasury advisers to evaluate the current market position and are reviewing the strategy going forward. Further opportunities for debt rescheduling are being monitored closely and will be pursued when the conditions are favourable in order to achieve savings in borrowing costs.

7. CONSULTATION CARRIED OUT

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

8. IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

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

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

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

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation: None directly

8.4 Assessment of Impact on NERC Act Biodiversity Duty: None directly

9. ACTION PLAN

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

10. RECOMMENDATIONS

- 10.1 To note the initial revenue projections for 2010/11 as detailed in the attached Appendix 1.
- 10.2 To note the summary Capital Plan performance figures for 2010/11 financial year as detailed in the attached Appendices 2 and 3.
- 10.3 To note the latest Housing Revenue Account and Housing Capital Plan forecasts as shown in Appendices 4 and 5.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
SUMMARY POSITION AS AT END MARCH 2011**

Directorate	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Lifelong Learning (excluding schools delegated)	23,911	-9,398	14,513	24,469	-9,956	14,513	558	-558	0	0
Environment	45,451	-17,930	27,521	45,451	-17,930	27,521	0	0	0	0
Social Services & Housing	56,265	-15,422	40,843	58,931	-18,088	40,843	2,666	-2,666	0	-2
Corporate Governance & Efficiency	20,743	-8,348	12,395	20,813	-8,348	12,465	70	0	70	70
Corporate, Miscellaneous & Benefits	34,260	-26,458	7,802	34,260	-26,458	7,802	0	0	0	0
Business Planning & Performance	2,496	-1,867	629	2,496	-1,867	629	0	0	0	0
Total All Services	183,126	-79,423	103,703	186,420	-82,647	103,773	3,294	-3,224	70	68
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			11,131			11,131			0	0
Precepts & Levies			4,602			4,602			0	0
Contribution to balances/reserves			0			0			0	0
			119,436			119,506			70	68

Note:

The Management Accounting rules of the Council require debtor account entries to be reversed in respect of amounts outstanding for more than 30 days after the due date. In the event that debts cannot be collected, services will be required to meet the cost of the debt write-off. This may impact on the actual outturn achieved by services at the year end.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
LIFELONG LEARNING
SUMMARY POSITION AS AT END MARCH 2011**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Individual School Budgets	62,880	-6,794	56,086	63,561	-6,794	56,767	681	0	681	628
Central - Non Delegated School Improvement & Inclusion	11,116	-2,896	8,220	11,687	-3,467	8,220	571	-571	0	0
Modernising Education	1,760	0	1,760	1,764	-4	1,760	4	-4	0	0
Library Services	2,337	-127	2,210	2,337	-127	2,210	0	0	0	0
Leisure & Youth Services	4,712	-2,389	2,323	4,695	-2,372	2,323	-17	17	0	0
Education Grants	3,986	-3,986	0	3,986	-3,986	0	0	0	0	0
Total excluding schools	23,911	-9,398	14,513	24,469	-9,956	14,513	558	-558	0	0

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2010/11
LIFELONG LEARNING

	Current Month £000s	Previous Month £000s
<u>INDIVIDUAL SCHOOLS BUDGET</u>		
The projected overspend of £681k is reflective of the latest position during quarter 2. The true overspend across all schools is a £172k deficit which is however distorted by the significant number of schools with surplus balances. Therefore we have reported the position of £681k which relates solely to the Schools in Financial Difficulty. These are Ysgol Plas Brondyffryn, Denbigh High, Rhyl High and Blessed Edward Jones. There are recovery plans in place for 2 of these schools and these plans will continue to be monitored by the LEA to ensure they remain on track. The other 2 schools are undergoing significant restructures and will require a recovery plan that demonstrates the impact of these changes. It should be noted that the reported position is based on the best known position at this point in time. Any changes resulting from the staff restructure will be remodelled and the financial position updated accordingly when information becomes available	681	628
<u>SCHOOL IMPROVEMENT & INCLUSION</u>		
Maternity costs are the biggest uncontrollable element of this budget area with a projected overspend of £264k earlier in the year. A review of this area has been undertaken and a revised agreement with schools has now been approved by the Schools Budget Forum. The existing £90k budget for Maternity will be delegated in full to schools with an annual contribution being made by all schools to a central maternity scheme. The central scheme will pay for all maternity supply and the substantive post will continue to be paid by the school. There is no contingency to support the 2010-11 overspend so it will be rolled forward to 2011-12 and reduced on a phased basis through increased school contributions.	0	0
<u>LEISURE & YOUTH SERVICES</u>		
This year should see the full effect of the Leisure restructure with all budget holders being held accountable for their delegated budget responsibilities. Current energy costs have been reflected at a lower rate compared with last year as informed by the energy unit. Last year energy was the biggest area of volatility within the service. The budgets have been aligned to reflect this and any change will cause a pressure on the delivery of a balanced position. Youth services is currently reporting a balanced position pending a full restructure of the service to be implemented in October 2010.	0	0
<u>MODERNISING EDUCATION</u>		
The service is currently supporting an historic shortfall against senior management costs which is being absorbed by in year vacancy and maternity savings.	0	0
<u>LIBRARY SERVICES</u>		
The service is currently working to an estimated balanced budget	0	0
<u>TOTAL</u>	681	628

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END MARCH 2011

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
HIGHWAYS & INFRASTRUCTURE	15,165	-5,368	9,797	15,165	-5,368	9,797	0	0	0	-80
PLANNING & PUBLIC PROTECTION	4,495	-1,709	2,786	4,495	-1,709	2,786	0	0	0	205
DIRECTOR & SUPPORT (Note 8)	618	-129	489	598	-129	469	-20	0	-20	-15
ENVIRONMENTAL SERVICES (Note 6)	16,930	-6,330	10,600	16,990	-6,330	10,660	60	0	60	-50
REGENERATION & TOURISM (Note 4)	8,243	-4,394	3,849	8,203	-4,394	3,809	-40	0	-40	-60
Total Environment	45,451	-17,930	27,521	45,451	-17,930	27,521	0	0	0	0

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2010/11
ENVIRONMENT DIRECTORATE

Comments	Current Month	Previous Month
HIGHWAYS & INFRASTRUCTURE		
School and Public Transport The savings on these budgets have now been vired to offset the major income pressures in Car Parking and Building Control.	0	-320
Car Parking income Car Parking income continues to be significantly below budget as a result of the downturn in the economic climate. Budget has been vired from the School Transport service to offset this pressure.	0	250
Major Projects Budget now forecast to break-even following reduction of work from WAG in 10/11.	0	-10
Highways and Winter Maintenance The severe weather conditions during the winter placed a huge financial strain on the winter maintenance budget in 09/10 which was overspent by £327K. At this stage of the financial year it is difficult to estimate the likelihood of this scenario repeating in 10/11. In this report we are assuming that any pressure can be contained within the Winter Maintenance Reserve (current balance £273K).	0	0
TOTAL HIGHWAYS & INFRASTRUCTURE	0	-80
PLANNING & PUBLIC PROTECTION		
Building Control and Development Control During the first 4 months of the current financial year there continued to be major pressures on the large income budgets relating to Building and Development Control. This month however these budgets have been adjusted to eliminate this pressure.	0	350
Licensing Budgets now realigned to allow for the additional licensing income plus the savings on salary costs as a result of the joint working with CCBC.	0	-50
Land Charges Based on present income levels the budget should break-even in 10/11. However there is a possibility that some of the income will need to be repaid during the financial year. If this is the case then there is the likelihood that a budget pressure will be created.	0	0
Staffing savings & Professional Fees The budget savings on vacant posts plus not committing to spend the professional fees budgets have now been transferred to offset the income pressures on Building and Development Control	0	-95
TOTAL PLANNING & PUBLIC PROTECTION	0	205
DIRECTOR & SUPPORT		
Staffing savings As part of the vacancy control process any salary savings as a result of posts remaining vacant are transferred to a central budget controlled by the Director. This is the projected savings for the year.	-20	-15
TOTAL DIRECTOR & SUPPORT	-20	-15
ENVIRONMENTAL SERVICES		
Refuse Collection & Waste Disposal Latest indications are that not all the N Wales Residual Waste facility procurement budget of £309K will be spent.	-15	-50
Free School Meals Pressure on the school meal budget due to the continued increase in entitlement and uptake has been partly offset by one year only additional budget of £70K been given to the service in 10/11.	75	50
Street Lighting Savings on the utility budgets in 10/11 due to lower contracted pricing tariffs being agreed for the full year. Savings now being vired to help offset the in-year Directorate income pressures.	0	-50
TOTAL ENVIRONMENTAL SERVICES	60	-50
REGENERATION & TOURISM		
Rhyl Pavilion Theatre/Llangollen Royal International Pavilion Assumed that both venues will come in on budget in the current financial year.	0	0
Staffing savings Projected savings on salary budgets as a result of not filling the HoS and PA posts but assuming payments made to other officers pending the final restructuring.	-40	-60
TOTAL REGENERATION & TOURISM	-40	-60
TOTAL ENVIRONMENT DIRECTORATE	0	0

Corporate Item

School Meals budget

There continues to be a pressure on the school meals budget in 10/11. However thanks to continued efficiencies made across the service it is hoped to reduce the deficit further in the current financial year to ensure that the final loss will not exceed the £150K Council subsidy. However it is possible that new legislation relating to CRB/ISA employee checks could result in extra costs being incurred but the extent of this is still to be confirmed.

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END MARCH 2011

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Children's Services	8,745	-119	8,626	9,790	-1,196	8,594	1,045	-1,077	-32	-43
Adult Services	40,973	-9,115	31,858	42,981	-11,183	31,798	2,008	-2,068	-60	-53
Supporting People Grant	4,430	-4,425	5	4,430	-4,425	5	0	0	0	0
Sub Total Social Services	54,148	-13,659	40,489	57,201	-16,804	40,397	3,053	-3,145	-92	-96
Non HRA Housing	2,117	-1,763	354	1,730	-1,284	446	-387	479	92	94
Directorate Total	56,265	-15,422	40,843	58,931	-18,088	40,843	2,666	-2,666	0	-2

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

Comments	Current Month	Previous Month
	£000s	£000s
SOCIAL SERVICES		
CHILDREN'S SERVICES		
The outturn for Children's Services is currently predicted to be £30K over spent. This overspend has been reduced by accessing the specialist placement reserve in order to achieve a balanced directorate position. This figure assumes that Specialist Placement costs will not increase further throughout the year. Specialist Residential and Fostering placements still remain the main pressure areas with a combined overspend of £224K. The main reason for the movement from last months outturn is due to two new Specialist Residential placements commencing and two Specialist Fostering placements ending, which had previously been predicted to run to the year end. The overspend on Specialist Residential and Foster placements is offset by under spends within In House Fostering and staff slippage due to staff not being at the top of grade and some	-32	-43
TOTAL CHILDREN'S SERVICES	-32	-43
ADULT SERVICES		
Learning Disabilities		
The service is projected to show an under spend of £39k, an improvement of £9k from the previous month. The outturn assumes CHC income of £96k but the definitive split has not yet been agreed. The main pressure area is expected to be the work opportunity services with a projected overspend of £35k.	-39	-48
Mental Illness		
Expenditure on Residential, Nursing and Homecare will continue to be the main budget pressure. However the over spend has reduced because of a budget transfer to here of £45k from the reconfiguration of the Charging Policy budget .It is predicted that the AMH Partnership budget elements could be under spent by £31k, provide the full supporting people allocation is received.	90	149
Older People		
The outturn for Older People is currently £129k overspent, with pressures on residential, nursing and domiciliary care budgets. The expenditure can fluctuate significantly during the year, especially on domiciliary care. Currently, there are 20+ people with charges against property in excess of £350k. It is not certain when this will be released and so an estimate of £100k has been included in this year's outturn. Also included is £100k income received from the NHS in relation to the closure of the wards at the Royal Alexandra Hospital. Home Care is likely to be under spent as a number of staff have retired or taken redundancy. The over spend on direct payments has reduced as a number of people have received a financial assessment resulting in a decrease in the weekly costs.	129	166
Extra Care Housing Provision The Extra Care Housing facility in Prestatyn will be operational later this year and part year costs will be incurred. The remainder of the former Llys Nant budget will be allocated during 11/11 to fund the Prestatyn and Ruthin extra care schemes	-140	-140
PDSI		
Community Care spend was the largest budget pressure in 2009/10 and this will still be the case for 2010/11. However the over spend has reduced by £95k;this being the extra budget allocated to PDSI from the reconfiguration of the charging policy budget.	88	183
Performance Management & Commissioning		
This projected under spend is mainly savings in staffing costs which is due to the continuation of the vacancy control process. The budget will be further reviewed as part of the budget realignment exercise.	-162	-174
Other Adult Services		
Charging policy income received so far based on three month's invoices is higher than the corresponding period last year and should mean income from charges meets the revised charging policy budget. Income from charges can be volatile and difficult to predict, therefore this figure will be closely monitored and reviewed every month.	-112	-275
Cefndy Healthcare		
Improved sales and the tightening of internal controls are expected to see an improvement of £90k from the final 2009/10 position	32	32
Business Support & Development		
Costs associated with the Paris Project remain pressures this year due to the implementation of the latest phase of the system. There are also underlying pressures in directorate support budgets. The position this year looks better than last year because one-off funding of £140k has been included in the BSD budget. The budget realignment exercise will continue and some pressures against this budget will be offset against other budgets in Adult Services.	54	54
TOTAL ADULT SERVICES	-60	-53
Supporting People		
There is approximately £607k of recurrent under spend and £195k of in year under spend within the grant, until the formula is revised and the grant is cut. It is assumed this will be transferred to corporate reserves. The SP national review is due to report in October.	0	0
HOUSING		
The pressure on homeless budgets is currently £90k. Recent changes to the HRA leasing subsidy have had a negative impact on council funded housing services to the value of £54k. Also, changes in HB legislation has caused a projected overspend of £24k in B&B accommodation. Other accommodation costs are currently lower than expected however demand can be volatile and it is likely that the economic climate will eventually have an impact.	92	94
TOTAL HOUSING	92	94
TOTAL SOCIAL SERVICES & HOUSING	0	-2

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2010/11
CORPORATE GOVERNANCE AND EFFICIENCY & BUSINESS PLANNING & PERFORMANCE
PERIOD ENDING MARCH 2011

Directorates	Budget 31-Mar-11			Projected Outturn			Variance		
	Gross Exp	Gross Inc	Net Exp	Gross Exp	Gross Inc	Net Exp	Gross Exp	Gross Inc	Net Exp
	£k	£k	£k	£k	£k	£k	£k	£k	£k
<u>FINANCE & ASSETS</u>									
Finance	5,046	(2,234)	2,812	5,046	(2,234)	2,812	-	-	-
Property	7,464	(4,119)	3,345	7,464	(4,119)	3,345	-	-	-
FINANCE & ASSETS	12,510	(6,353)	6,157	12,510	(6,353)	6,157	-	-	-
<u>STRATEGIC HR</u>									
HR	1,745	(435)	1,310	1,745	(435)	1,310	-	-	-
<u>GOVERNANCE & EFFICIENCY</u>									
Corporate Governance	2,104	(491)	1,613	2,074	(491)	1,583	(30)	-	(30)
Translation	112	-	112	212	-	212	100	-	100
GOVERNANCE & EFFICIENCY	2,216	(491)	1,725	2,286	(491)	1,795	70	-	70
<u>CUSTOMER CARE</u>									
Customer Services	846	(190)	656	846	(190)	656	-	-	-
ICT	2,677	(592)	2,085	2,677	(592)	2,085	-	-	-
Corporate Communications	219	(54)	165	219	(54)	165	-	-	-
CUSTOMER CARE	3,742	(836)	2,906	3,742	(836)	2,906	-	-	-
<u>AUDIT & RISK MANAGEMENT</u>									
Internal Audit	439	(124)	315	439	(124)	315	-	-	-
Risk Management & Insurance	91	(109)	(18)	91	(109)	(18)	-	-	-
AUDIT & RISK MANAGEMENT	530	(233)	297	530	(233)	297	-	-	-
CORPORATE GOVERNANCE & EFFICIENCY	20,743	(8,348)	12,395	20,813	(8,348)	12,465	70	-	70
CORPORATE & MISCELLANEOUS	8,619	(817)	7,802	8,619	(817)	7,802	-	-	-
<u>BUSINESS PLANNING & PERFORMANCE</u>									
Improvement Team	348	-	348	348	-	348	-	-	-
Project Management	338	(224)	114	338	(224)	114	-	-	-
Partnership & Communities	1,810	(1,643)	167	1,810	(1,643)	167	-	-	-
BUSINESS PLANNING & PERFORMANCE	2,496	(1,867)	629	2,496	(1,867)	629	-	-	-
BENEFITS	25,641	(25,641)	-	25,641	(25,641)	-	-	-	-
<u>TOTAL</u>	57,499	(36,673)	20,826	57,569	(36,673)	20,896	70	-	70

1. Underlying pressure due to external translation costs greater than budget, currently under review in order to reduce costs & provide a more focussed service.

Denbighshire County Council - Capital Plan 2010/11 - 20013/14

Position as at July 2010

APPENDIX 2

		2010/11	2011/12 *	2012/13 *	2013/14 *
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothecated Supported Borrowing	8,709	5,290	4,702	4,108
	General Capital Grant	3,917	1,760	1,565	1,369
	General Capital Receipts	941			
	Earmarked Capital Receipts	365	0	0	0
		13,932	7,051	6,267	5,477
2	Prudential Borrowing	7,790	269	0	0
3	Reserves and Contributions	962	0	0	0
4	Specific Grants	3,746	117	70	
	Total Finance	26,430	7,437	6,337	5,477
	Total Estimated Payments **	-25,430	-6,396	-80	0
	Contingency	-1,000	-1,000	-750	-750
	Earmarked Contingency				
	Unallocated Reserve	0	0	0	0
	Funding available	0	41	5,507	4,727

Note

* The level of general Assembly funding for future years is estimated by WAG to reduce by 10% per annum

** Block Allocations for Health & Safety related and urgent maintenance works have only been agreed up to 2011/12

Capital Expenditure By Directorate

	2010/11 Spend to July £000	2010/11 Estimated programme £000	2011/12 Estimated programme £000	2012/13 Estimated programme £000	2013/14 Estimated programme £000
Environment	5,268	15,531	3,685	80	0
Lifelong Learning	592	6,740	1,480	0	0
Corporate, Governance and Efficiency	362	2,683	1,056	0	0
Social Services and Housing	35	476	175	0	0
Total	6,257	25,430	6,396	80	0

Capital Expenditure by Council Priority

	2010/11 Spend to July £000	2010/11 Estimated programme £000	2011/12 Estimated programme £000	2012/13 Estimated programme £000	2013/14 Estimated programme £000
Modernising Education	426	6,075	1,150	0	0
Roads and Flood Defence	2,413	5,200	800	0	0
Regeneration	421	1,062	315	0	0
Responding to Demographic Change					0
Total	3,260	12,337	2,265	0	0

As part of the 10/11 revenue budget, the Council agreed to fund the borrowing costs of additional Prudential Borrowing. The table below shows how the funds were allocated and forecast expenditure

Additional Prudential Borrowing

	2010/11 Spend to July £000	2010/11 Estimated Programme £000
Highways	1,102	4,400
Total	1,102	4,400

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H EVANS LEADER

LEAD OFFICER: HEAD OF BUSINESS PLANNING AND PERFORMANCE

DATE: 07 SEPTEMBER 2010

**SUBJECT: MONITORING PERFORMANCE AGAINST THE CORPORATE PLAN:
QUARTER 1 2010 - 2011**

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 first quarter of 2010 - 2011 (Appendices I - III).
- 1.2 That Cabinet agree where action needs to be taken in response to slippage against targets for 2010 – 2011.

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

- 4.1 The performance management framework for the Corporate Plan has been updated to recognise the changes brought about in the Corporate Plan Year Two Delivery Document. As such, the QPR contains a combination of new and continuing activity, as well as the 2012 Indicators which the Council will use to evaluate whether it has become a "High Performing Council" in 2012.
- 4.2 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 2010 - 2011. 60.2% of all reported items have been identified with a Green RAG status and a further 25.2% with an Amber RAG and only 8.7% with a Red RAG status (5.8% N/A).

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

	Performance Indicators	Programmes	Projects	Actions
To be reported quarterly	23	23	27	27
To be reported annually	53	23	27	27

Table 2 Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status (and includes 4 additional Annual Performance Indicators)

	Green	Amber	Red	N/A
Performance Indicators	19	2	6	
Programmes	13	5		3
Projects	17	8		2
Actions	15	8	3	1

Table 3 Provides a more detailed breakdown of all Corporate Plan Performance Indicators by RAG status and performance trend (and includes 4 additional Annual Performance Indicators).

	Green	Amber	Red
Performance is improving ↑	8		
Performance is static ↔	7	1	4
Performance is worsening ↓	4	1	2

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

	GREEN	AMBER	RED
Performance Indicators ¹	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

¹ The RAG status of the performance indicators are currently based on a standard 10% variation from the target. This has been a general application to enable the generation of a RAG status. A new approach is being adopted whereby we will use a significance threshold for each performance indicator. This will provide a more accurate RAG status based on variation from the target and relationship to the Welsh Median.

5 MONITORING THE CORPORATE PLAN: 2012 Indicators

5.1 Denbighshire County Council's Corporate Plan includes the pledge to become a 'High Performing Council, Close to the Community' by 2012. The Council has identified a set of 23 national indicators, potentially 24², which we will use to compare our performance against other Local Authorities in Wales to establish whether we have become a 'High Performing Council' by 2012. This set of national indicators will be referred to as the "2012 Indicators".

5.2 2012 Indicators

Table 5 A summary of the 2012 Indicators as reported in the Corporate Plan (This includes only those indicators of the 2012 Indicators that can be reported quarterly) (see appendix III).

	Green	Amber	Red
Performance is improving ↑	3		
Performance is static ↔	4		1
Performance is worsening ↓		1	2

RED (Downward)

- **PSR004 (cumulative) - The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority**
- 22 empty homes were bought back into use in the Q1. The estimated figure (the denominator) for the number of long term empty homes as at 01 April 2010 is 1115. This comes direct from the Council Tax report. It is likely to come down when the empty home surveys are sent out. Council Tax often have some properties marked as empty when they aren't any more so we will revise this during the next quarter as necessary. The denominator is quite a bit higher than the 800 for 2009/10, despite the work of the Denbighshire Empty Homes Project. It perhaps demonstrates that we have scored some "easy hits" over the last 12 months, but also reflects the current housing market and the number of empty home owners unable to sell.

Title	Lead Member	RAG	Trend	Outturn	Target
PSR004 (cumulative) - The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	Cllr Sharon Frobisher	RED	Downward	1.97	2.5

Responsible Person: Graham Boase, Head of Planning and Public Protection

Lead Member: Councillor Sharon Frobisher

² The original 23 Indicators have become 24 due to amendments made to the THS010a and THS010b Indicators. These 2 have been split in the national set to THS011a, THS011b and THS011c. In essence, they have split THS010b into 2 separate indicators measuring the condition of non principal/classified B roads and C roads.

RED (Downward)

- **SCC033a (cumulative) - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19**
- There are 4 children in this cohort. The child we are not in touch with successfully returned to live with their parents in 2008 and we stopped being their corporate parent. They are 19 and there is no longer any need for us to be involved in their life. We have sought clarification as to whether this case could be excluded from the cohort.

Title	Lead Member	RAG	Trend	Outturn	Target
SCC033a (cumulative) - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	Cllr Morfudd Jones	RED	Downward	75	100

Responsible Person: Amy Weir, Interim Head of Children's Services

Lead Member: Councillor Morfudd Jones

RED (Static)

- **SCC033b (cumulative) - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19**
- There are 3 young people in this cohort. A single young person was in custody on their 19th birthday. The indicator is clear that this is not suitable accommodation. As the cohort is small this one case has an adverse impact on performance (i.e. this 1 case accounts for 33% of performance).

Title	Lead Member	RAG	Trend	Outturn	Target
SCC033b (cumulative) - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	Cllr Morfudd Jones	RED	Static	66.7	100

Responsible Person: Amy Weir, Interim Head of Children's Services

Lead Member: Councillor Morfudd Jones

AMBER (Downward)

- **SCA002a (cumulative) - The rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March**
- Performance is seasonal with more people receiving support during the winter months. An additional 124 people were helped during quarter 1 in 10/11 (1882) compared with quarter 1 in 09/10 (1758).

Title	Lead Member	RAG	Trend	Outturn	Target
SCA002a (cumulative) - The rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	Cllr Pauline Dobb	AMBER	Downward	92.5	95

6 MONITORING THE CORPORATE PLAN: CORPORATE PRIORITIES

6.1 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.

6.2 Demographic Change

Table 6 Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Demographic Change Priority (this includes only those items that can be reported quarterly).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q1	8	1	6	7	22
RED					
AMBER	1		4	1	6
GREEN	7	1	2	6	16

Key points to note with regard to the planned activity for 2010 – 2011

A lot of activity in the Demographic Change priority continues to progress well. No activity this quarter has been reported with a Red RAG status.

AMBER

- **(Project) Develop co-located Health and Social Care models throughout Denbighshire:** Co-located Health and Social Care Team in Prestatyn launched in February 2010. Currently scoping available accommodation options across partner agencies in the south of the county alongside negotiations with Health partners to agree health and social care localities to support the development of joint working that is designed to deliver effective and efficient service provision for vulnerable adults from 18+.
- **(Project) Intensively Supported Independent Living:** The project has improved since last quarter, now identified as AMBER. The current key issue that requires management attention is the alternative proposal developed and approved by Capital Strategy Group as Denbighshire County Council had been unable to secure a financial commitment from Betsi Cadwaladr University Health Board. A joint position statement and legal agreement was drafted but we have been unable to reach a formal agreement with the BCUHB. This has been reported to the CSG who agreed a business case without a legal agreement with BCUHB. The scheme is progressing on that basis.
- **(Project) Ruthin Extra Care Housing:** Building works has started on site although there were some difficulties around DCC commissioning separate works on the Awelon Building. Social Services are currently under negotiation with Property Services to devise a solution. This may cause a slight delay on completion of the project.

- **(Project) Integrated approaches to the delivery of services to children with disabilities:** The project is going well. Hyfrydle, Denbigh is the location for the new child development centre which will provide the integrated service. Currently an issue with the release of capital in health to start work on the building which will put a time delay on the project. We have consulted with parents and young people and are planning further consultation as the project progresses.
- **(Action) Establish Pub is the Hub initiatives:** Although 'The Eagles' in Corwen is proving very successful it is proving difficult to engage other publicans in the scheme. Work continues to try to generate interest.
- **(Performance Indicator) SCA002a – The rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March:** Performance is seasonal with more people receiving support during the winter months. An additional 124 people were helped during quarter 1 in 10/11 (1882) compared with quarter 1 in 09/10 (1758).

Title	Lead Member	RAG	Trend	Outturn	Target
SCA002a – The rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	Cllr P Dobb	AMBER	Downward	92.48	95

- **(Performance Indicator) 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:** Of the 550 people in care homes, 34 are self funding clients awaiting the sale of their properties.

Title	Lead Member	RAG	Trend	Outturn	Target
SCA002b – The rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	Cllr P Dobb	GREEN	Static	27	27

6.3 Modernising Education

Table 7 Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Modernising Education Priority (this includes only those items that can be reported quarterly).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q1		3 ³	5	4	12
RED				2	2
AMBER		2			2
GREEN		1	5	2	8

Key points to note with regard to the planned activity for 2010 - 2011

³ The programme that was 'Monitoring and Evaluating Support Services to Schools' has been deconstructed and is now represented by the individual Area Review projects; Dee Valley West, Dee Valley East and Prestatyn, the bid for the 3rd tranche of transition funding and the Welsh Education Scheme (see appendix I).

A lot of activity in the Modernising Education priority continues to progress well. Currently 2 actions have been reported with a Red RAG status. All of the performance indicators for this priority are annually reported.

RED

- **(Action) Formalise and review Service Level Agreement for the 2009 – 2012 period for Catering, and (Action) Review non-fair funded services:** The service restructure has taken place and alignment of roles and responsibilities to meet the requirements of the service, formalisation and review of Service Level Agreement is now a priority.

Responsible Person: Jackie Walley, Head of Modernising Education

Lead Member: Councillor Eryl Williams

AMBER

- **(Programme) Support for Improving School Attendance:** There is a continued focus on improving attendance across all phases. In addition there is a targeted focus on improving attendance in areas which have previously been unsatisfactory. The appointment of the Attendance Support Assistants in the Rhyl area has facilitated a more direct approach with targeted groups of pupils. Attendance is a priority for Senior Leadership Teams and attendance is being monitored on a regular basis. The ESW Team Leader is working with schools to develop strategies to promote attendance. In the primary sector attendance ranks second across Wales. In the secondary sector attendance whilst below the WAG target is improving.
- **(Programme) Support for School Improvement:** The Improvement and Inclusion Service is currently undergoing a major restructuring. A report has been presented to scrutiny and the draft proposal has been circulated for consultation. The initial phase is intended to be completed by the end of September 2010.

6.4 Regeneration

Table 8 Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Regeneration Priority (this includes only those items that can be reported quarterly).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q1		7		3	10
RED					
AMBER		2		1	3
GREEN		5		2	7

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

A lot of activity in the Regeneration priority continues to progress well. Currently no activity has been reported with a Red RAG status. Again, all of the performance indicators for this priority are annually reported.

AMBER

- **(Programme) Implementing Council funded projects funded through the Rural Development Plan:** Projects being delivered successfully. Rural Key Fund was delayed in starting but is now underway. An extension to the project has been requested from WAG.
- **(Programme) PRIDE workstream** being developed to include a pilot project to encourage community involvement in caring for neighbourhoods: This workstream is from the Regeneration Improvement Board Workplan. The Board is about to be wound up with a final meeting to be held at the end of July to determine how work will continue. A further update will be provided next quarter detailing the outcome of this final meeting.
- **(Action) Shop Front Improvement Scheme:** Managers of venues are supported by the Marketing and Tourism Manager and team to ensure ongoing programme of publicity materials are produced within budget and timescales, promoting all activities.

6.5 Roads and Flood Defences

Table 9 Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Roads and Flood Defences Priority (this includes only those items that can be reported quarterly).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q1	5 ⁴	2	6 ⁵	3	16
RED	3				3
AMBER	1	1	1	3	6
GREEN		1	3		4

Key points to note with regard to the planned activity for 2010 - 2011

There has been good progress made on the activity in this priority. Looking at the 2009/10 performance indicators they show we are not achieving our targets (see appendix I).

⁴ In normal circumstances the 5 performance indicators would be reported annually. As we were unable to report on 3 of the 5 at the end of March 2010 we have included in this report the status, where data is available, on the performance for 2009/10.

⁵ The 2 flood projects (Llanbedr Dyffryn Clwyd and Dyserth Flood Schemes) will not be reported. At this stage they are a future aspiration.

RED

- **(Performance Indicator) LRFD002 – The % of total highways function cost (revenue & capital) spend directly on highways repairs:** For the first time this year we set targets aimed at improvements in efficiency of our processes (to ensure that investments are spent on service delivery as far as possible). We believe that we need to improve our performance in the case of the percentage of highways cost spent directly on highways repairs.

Title	Lead Member	RAG	Trend	Outturn	Target
LRFD002 - Percentage of total highways function cost (revenue & capital) spent directly on highways repairs	Cllr S Forbisher	RED	Static	72.9	84

- **(Performance Indicator) LRFD003 – The percentage of the network resurfaced and LRFD004 – The percentage of the network to receive proprietary treatment (i.e. surface dressing):** The targets are based on network coverage. Our experience of using indicators based on percentage of the network receiving particular treatments has led us to question the usefulness of these measures. For 2010-11, the programme will concentrate on measuring the outcome more directly. Our work will aim to improve the overall road condition indicators, rather than covering specified amounts of the network. This should prove to be a more effective method of targeting the available budget.

Title	Lead Member	RAG	Trend	Outturn	Target
LRFD003 - Percentage of the network resurfaced	Cllr S Forbisher	RED	Static	0.97	4
LRFD004 - Percentage of the network to receive proprietary treatment (i.e. surface dressing)	Cllr S Forbisher	RED	Static	1.98	3

Responsible Person: Stuart Davies, Head of Highways and Infrastructure

Lead Member: Councillor Sharon Frobisher

AMBER

- **(Performance Indicator) LRFD001a – The % of roads that are in ‘Generally Good Condition’ a) Principal A roads:** Despite the good progress of the activity in this priority progress on the overall condition of our roads was disappointing during 2009-10. The severity of the winter, and impact of snow, ice and grit on the road surface, has played a part in the deterioration of the road network.

Title	Lead Member	RAG	Trend	2010 Outturn	2010 Target
LRFD001a - Percentage of Roads that are in ‘Generally Good Condition’ a) Principal (A) Roads	Cllr S Forbisher	AMBER	Static	72.5	76

- **(Programme) Highways Asset Management: Implementation of Symology as a complete Highway Asset Management software package:** Symology now being used in Streetworks and further development work being carried out with Conwy County Borough Council to expand its use.
- **(Action) Review Council’s Gully Emptying Policy and Equipment:** New vehicles have been delivered. The working practices have been reviewed and a

new schedule of works is being undertaken. A further review will take place following the completion of the schedule of works.

- **(Action) Develop Gully Emptying Programme of Work:** A programme of work has been in place from 01 July 2010.
- **(Action) Purchase of Jet Patcher:** We are expecting delivery of the Jet Patcher in August 2010.

7 MONITORING THE CORPORATE PLAN: IMPROVEMENT THEMES

7.1 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.

7.2 Community and People Focused

Table 10 Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Community and People Focused theme (this includes only those items that can be reported quarterly).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q1			3	4 ⁶	7
RED					
AMBER			1	2	3
GREEN			2	1	3

Key points to note with regard to planned activity for 2010 - 2011

AMBER

- **(Project) Producing a Community Engagement Strategy:** This is being taken forward by Consultation Officer Post in the Partnership and Communities team supported by the Engagement Task and Finish Group. (This project is intrinsically related to the LDA: Engaging with Denbighshire's Citizens.)
- **(Action) Resident's Survey:** We have an action plan with agreed actions coming from the Resident's Survey. These actions have identified officers and timescales for delivery and are currently being progressed.
- **(Action) Deliver participatory budgeting:** Llangollen and St Asaph delivering Participatory Budgeting through their funds in 2010/11.

⁶ The Local Area Reports action will not be reported until Q3 as we will need to investigate the potential to deliver this.

7.3 High performance culture delivering value for money

Table 11 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 (this includes only those items that can be reported quarterly).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q1	2	4 ⁷	4	3	13
RED				1	1
AMBER		1	1		2
GREEN	2	1	3	2	8

Key points to note with regard to planned activity for 2010 - 2011

RED

- **(Action) Produce a Corporate Workforce Planning Strategy:** The current DCC Workforce Plan runs to 2011. There is no capacity in HR to produce a new Corporate Workforce Plan in 2010/11 due to the HR Review implementation. A Corporate Workforce Plan will be produced in early 2011/12.

Responsible Person: Linda Atkin, Head of Strategic Human Resources

Lead Member: Councillor Paul Marfleet

AMBER

- **(Programme) GAIA Programme: Asset Management:** No planned or reactive energy/carbon efficiency projects were undertaken in the first quarter of 2010. However, an energy/carbon saving was realised this quarter by the closure of Henllan at the end of March 2010. Energy consumption across the county was about level with that of this period last year. Although there was a significant increase in energy consumption at some key individual sites during this period compared to the same period last year (e.g. Rhyl High).
- **(Project) iTrent:** The Trent implementation is still within the agreed timescales for completion. All Schools now have access to Trent and are now responsible for inputting their own sickness absence information onto the system. Similarly, the absence process has been rolled out to all Managers throughout Denbighshire enabling more local ownership of managing absence. During September/October, implementation of Web Recruitment will take place, enabling a more effective customer experience during the application process and better use of internal resources. iTrent Payroll development will commence in January 2011.

⁷ These 4 programmes represent the breakdown of GAIA. Currently 1 programme is underway (Assets) and 3 are yet to begin. The waste programme can be reported indirectly through the work being progressed by Environmental Services.

7.4 Outward Looking

Table 12 Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Outward Looking theme (this includes only those items that can be reported quarterly).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q1			3	1	4
RED					
AMBER			1	1	2
GREEN			2		2

Key points to note with regard to planned activity for 2010 - 2011

AMBER

- **(Project) Improvement Agreements:** We have submitted our self assessment document to WAG and await their final assessment to determine the success and expectations for the Improvement Agreement Grant funding.
- **(Action) Develop Partnership Governance framework:** We are currently looking to align many of our processes with our main collaborative partner, i.e. Conwy County Borough Council, and meetings have been scheduled throughout this autumn to share information and align processes where possible. We aim to use these meetings to utilise the existing Partnership Governance Framework within Conwy. Aligning as many of our processes as possible will make it easier to develop any future collaboration with Conwy.

7.5 Strong governance and leadership for improvement

Table 13 Provides a more detailed breakdown of Performance Indicators, Programmes, Projects and Actions by RAG status for the Strong governance and leadership for improvement theme (this includes only those items that can be reported quarterly).

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q1		6		2	8
RED					
AMBER		1			1
GREEN		5		2	7

Key points to note with regard to planned activity for 2010 - 2011

AMBER

- **(Project) Change Programme: Procurement:** The Proactis roll out is underway. The wider project is progressing slower than anticipated due to resource issues.

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

All of the actions noted in the Q4 QPR report with an identified completion date have been successfully completed. The one remaining action has been updated.

ACTION		Update
To achieve fuller approval for the joint position statement and legal agreement	Neil Ayling 31 NOV 2010	No legal agreement obtained

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 712605

DEMOGRAPHIC CHANGE

PROGRAMME

Title	Lead Member	RAG	Trend	Monitored by	Comment
Telecare in Denbighshire	Cllr P Dobb	GREEN	Static	Demographic Change Board	Telecare is mainstreamed into community care assessment and there is a response pilot which is giving positive feedback.

PROJECTS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Implement and embed the Council's reablement approach to Care Planning across services to older people	Cllr P Dobb	GREEN	Static	Demographic Change Board	Phase 1 of implementation completed (New service users via an intake model). Phase 2 on course for implementation by end of July (existing service users requiring care packages). Phase 3 on course for implementation end of August (People with existing packages of care delivered by independent sector).
Develop co-located Health and Social Care models throughout Denbighshire	Cllr P Dobb	AMBER	Downward	Demographic Change Board	Co-located Health and Social Care Team in Prestatyn launched in February 2010. Currently scoping available accommodation options across partner agencies in the south of the county alongside negotiations with Health partners to agree health and social care localities to support the development of joint working that is designed to deliver effective and efficient service provision for vulnerable adults from 18+.
Intensively Supported Independent Living	Cllr P Dobb	AMBER	Improving	Demographic Change Board	Alternative proposal developed and approved by CSG as DCC had been unable to secure a financial commitment from BCUHB.
Prestatyn Extra Care Housing	Cllr P Dobb	GREEN	Static	Demographic Change Board	Main building completed. Internal first fix 80% complete. on Schedule for completion and handover 24 Jan 2011
Ruthin Extra Care Housing	Cllr P Dobb	AMBER	Static	Demographic Change Board	Building works started on site. Some difficulties around DCC commissioning separate works on Awelon Building. Currently under negotiation with Property services. May cause slight delay on completion.

Title	Lead Member	RAG	Trend	Monitored by	Comment
Integrated approaches to the delivery of services to children with disabilities	Cllr P Dobb	AMBER	Static	Demographic Change Board	Project is going well. Hyfrydle, Denbigh is the location for the new child development centre which will provide the integrated service. Currently an issue with the release of capital in health to start work on the building which will put a time delay on the project. We have consulted with parents and young people and are planning further consultation as the project progresses.

ACTIONS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Produce a 3-5 year costed Business Plan for Care Services	Cllr P Dobb	GREEN	Static	Demographic Change Board	Spreadsheet model has been produced for older people service and has now been revised/updated 3 times. Requires continual update of most recent data for review. Will be more effective once PARIS financial reporting is operational.
Review of Services Provided to Older People in Sheltered Housing	Cllr P Dobb	GREEN	Static	Demographic Change Board	Draft strategy produced as target. Currently continuing with consultation within the Directorate and with tenants.
Extend coverage of passion for life cafes	Cllr P Dobb	GREEN	Static	Demographic Change Board	Older Peoples Strategy Development Officer is starting a new set of Life Café's in Hafan Lles, using the District Nurses to recruit older people. Also planning to develop a further initiative in Ruthin in November.
Establish Pub is the Hub initiatives	Cllr P Dobb	AMBER	Downward	Demographic Change Board	Although The Eagles in Corwen is proving very successful it is difficult to engage other publicans in the scheme. Work continues to try to generate interest
Facilitate employment and work experience opportunities through effective partnerships	Cllr P Dobb	GREEN	Static	Demographic Change Board	Convergence fund bid successful. Working with other directorates to identify work placements. New placements established
Regional collaboration with other Councils and NHS to support learning disabilities clients	Cllr P Dobb	GREEN	Static	Demographic Change Board	The commissioning unit has now received returns from all main providers of care for people with learning disabilities in the area. Data has been input onto the regional database and negotiations for fees for the year 2010 will start in August. The members of the consortium will have a clear understanding about the actual savings achieved by October 2010.

Title	Lead Member	RAG	Trend	Monitored by	Comment
Develop individual budgets and self directed support for learning disabilities clients	Cllr P Dobb	GREEN	Static	Demographic Change Board	We currently have 4 people receiving their own budgets with 3 more people currently doing their support plans. These plans will be submitted to Risk Enablement Group in July and August. August will be the last REG so that we can evaluate and produce a report for scrutiny.

PERFORMANCE INDICATORS

Title	Lead Member	RAG	Trend	Q1 Outturn	Q1 Target	Monitored by	Comment
LDCH001 - Communities engaged in developing sustainable support networks for older people	Cllr P Dobb					Demographic Change Board	Annual Reporting
LDCH002i - Number of older people aged 65+ who are supported in a care home reduced	Cllr P Dobb	GREEN	Downward	550	562	Demographic Change Board	Of the 550 people in care homes, 34 are self funding clients awaiting the sale of their properties.
LDCH002ii - Number of older people aged 65+ who are helped to live at home increased	Cllr P Dobb	GREEN	Downward	1882	1810	Demographic Change Board	Performance is seasonal with more people receiving support during the winter months. An additional 124 people were helped during quarter 1 in 10/11 (1882) compared with quarter 1 in 09/10 (1758).
LDCH003a - Number of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	Cllr P Dobb	GREEN	Improving	32	36	Demographic Change Board	There has been a reduction in the number of people aged 18-64 with a learning disability supported in Care Homes. We are on track to meet our target.
LDCH003b - Rate of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	Cllr P Dobb	GREEN	Improving	0.56	0.63	Demographic Change Board	There has been a reduction in the number of people aged 18-64 with a learning disability supported in Care Homes. We are on track to meet our target.
LDCH004a - Numbers of adults with learning disabilities helped to live at home increased	Cllr P Dobb	GREEN	Downward	228	222	Demographic Change Board	We are on track to meet our target.
LDCH004b - Rate of adults with learning disabilities helped to live at home increased	Cllr P Dobb	GREEN	Downward	4.00	3.90	Demographic Change Board	We are on track to meet our target.
SCA002a - The rate of older people	Cllr P	AMBER	Downward	92.48	95	Cabinet/CET	Performance is seasonal with more people receiving

Title	Lead Member	RAG	Trend	Q1 Outturn	Q1 Target	Monitored by	Comment
(aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	Dobb						support during the winter months. An additional 124 people were helped during quarter 1 in 10/11 (1882) compared with quarter 1 in 09/10 (1758).
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	Static	27	27	Cabinet/CET	Care Home placements have reduced by 14 in the first quarter. Of the 570 people in care homes, 34 are self funding clients awaiting the sale of their properties.

MODERNISING EDUCATION**PROGRAMMES**

Title	Lead Member	RAG	Trend	Monitored by	Comment
Monitoring and Evaluating Support Services to Schools	Cllr E Williams	N/A	N/A	-	This programme is now represented by the individual Area Review Projects (Dee Valley West, Dee Valley East and Prestatyn), the Welsh Education Scheme and the bid for the 3 rd tranche of transition funding.
School Reorganisation and Modernisation	Cllr E Williams	GREEN	Improving	Lifelong Learning Scrutiny	The overall programme has led to the closure of one primary school (Ysgol Llantysilio) and the successful bid for investment in Welsh Medium Education which will reduce reliance upon mobile accommodation, subject to statutory approvals.
Support for Improving School Attendance	Cllr E Williams	AMBER	Improving	Lifelong Learning Scrutiny	There is a continued focus on improving attendance across all phases. In addition there is a targeted focus on improving attendance in areas which have previously been unsatisfactory. The appointment of the Attendance Support Assistants in the Rhyl area has facilitated a more direct approach with targeted groups of pupils. Attendance is a priority for Senior Leadership Teams and attendance is being monitored on a regular basis. The ESW Team Leader is working with schools to develop strategies to promote attendance. In the primary sector attendance ranks second across Wales. In the secondary sector attendance whilst below the WAG target is improving.
Support for School Improvement	Cllr E Williams	AMBER	Downward	Lifelong Learning Scrutiny	The Improvement and Inclusion Service is currently undergoing a major restructuring. A report has been presented to scrutiny and the draft proposal has been circulated for consultation. The initial phase is intended to be completed by the end of September 2010.

PROJECTS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Area Review: Dee Valley West (Language Review)	Cllr E Williams	GREEN	Static	Lifelong Learning Scrutiny	Approval for the commencement of the Dee Valley West review was provided in November 2009. A number of meetings have been held with Head teachers, Chairs of Governors and local County Councillors to discuss potential options. A consultation document will developed over the Summer 2010. A further meeting will be held with Head teachers, Chairs of Governors and local County Councillors in September prior to the Cabinet meeting on 28th September. Cabinet will decide whether to approve commencement of formal consultation in October.
Area Review: Dee Valley East	Cllr E Williams	GREEN	Static	Lifelong Learning Scrutiny	The completed review has led to the planned closure of Ysgol Llantysilio and £800k investment in Ysgol Bryn Collen/Gwernant.
Area Review: Prestatyn	Cllr E Williams	GREEN	Static	Lifelong Learning Scrutiny	Cabinet approved the commencement of formal consultation on the amalgamation of Bodnant Infants and Bodnant Junior schools and on the extension to Ysgol Y Llys on the 22 June 2010. Consultation commenced on the 30 June 2010 and will run until 24 September 2010. Consultation meetings have been held with staff, governors and parents of all three schools.
Develop bid for 3rd tranche of transition funding	Cllr E Williams	GREEN	Static	Lifelong Learning Scrutiny	Three bids were submitted in May. Funding was granted for Welsh Medium provision in North Denbighshire in July 2010.
Rhyl High School: New Build (Feasibility)	Cllr E Williams	GREEN	Static	Lifelong Learning Scrutiny	Feasibility scheduled for completion in March 2011. If funding bids are successful build could commence in September 2013.

ACTIONS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Formalise and review SLA for the 2009 – 2012 period for Catering	Cllr E Williams	RED	Static	Lifelong Learning Scrutiny	Service restructure has taken place and alignment of roles and responsibilities to meet the requirements of the service, formalisation and review of SLA now a priority.
Review current arrangements regarding repairs and maintenance and develop procedures allowing schools to manage low risk maintenance	Cllr E Williams	GREEN	Static	Lifelong Learning Scrutiny	Drafting of procedures, identification and specification of low risk works and training modules complete, composite manual and launch incomplete.
Review non-fair funded services	Cllr E Williams	RED	Static	Lifelong Learning Scrutiny	Service restructure has taken place and alignment of roles and responsibilities to meet requirements of the service, formalisation and review of SLA now arranged.
Welsh Education Scheme	Cllr E Williams	GREEN	Static	Lifelong Learning Scrutiny	Consultation started on 21 June 2010. Officers have attended all School Cluster meetings to discuss. Consultation responses required by 30 September 2010.

PERFORMANCE INDICATORS

Title	Lead Member	RAG	Trend	Outturn	Target	Monitored by	Comment
EDU003 - The percentage of pupils assessed 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				77.5	Lifelong Learning Scrutiny	Annual Reporting
EDU004 - The percentage of pupils assessed 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				64	Lifelong Learning Scrutiny	Annual Reporting
LMEd01 - Raise the percentage of	Cllr E				82	Lifelong	Annual Reporting

Title	Lead Member	RAG	Trend	Outturn	Target	Monitored by	Comment
pupils achieving the Core Subject Indicator at key stage 1	Williams					Learning Scrutiny	
LMEd04 - Raise the percentage of pupils achieving 5 A* to C	Cllr E Williams				57	Lifelong Learning Scrutiny	Annual Reporting
LMEd05 - Raise the percentage of pupils achieving the Core Subject Indicator at key stage 4	Cllr E Williams				49	Lifelong Learning Scrutiny	Annual Reporting

REGENERATION

PROGRAMMES

Title	Lead Member	RAG	Trend	Monitored by	Comment
Implementing Council funded projects funded through the Rural Development Plan	Cllr D Thomas	AMBER	Downward	Regeneration Board	Projects being delivered successfully. Rural Key Fund was delayed in starting but is now underway. An extension to the project has been requested from WAG
Achieving Economic Regeneration through EU INTERREG projects	Cllr D Thomas	GREEN	Static	Regeneration Board	3 INTERREG projects being delivered and achieving required outputs
Sustainable housing market in West Rhyl	Cllr D Thomas	GREEN	Static	Regeneration Board	Within the Housing Regeneration Plan Area over £4.63 million of WAG SRA money has been spent on buying properties. In the short term these properties are to be managed by Registered Social Landlords. Consultants have prepared a Regeneration Strategy for the plan area which will be presented to Cabinet in September / October this year.
Reduction in poverty through the delivery of additional welfare rights services	Cllr D Thomas	GREEN	Static	Regeneration Board	Not due to be reported until the end of March 2011.
Raising SKILLS levels in the current and future working age population	Cllr D Thomas / Cllr P Dobb	GREEN	Static	Regeneration Board	The agenda for raising SKILLS levels is being met by the 14 - 19 Network Team. 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.
PRIDE workstream being developed to include a pilot project to encourage community involvement in caring for neighbourhoods	Cllr D Thomas	AMBER	Static	Regeneration Board	This workstream is from the Regeneration Improvement Board Workplan. The Board is about to be wound up with a final meeting to be held at the end of July to determine how work will continue. A further update will be provided next quarter.
North Wales Strategic Regeneration Area	Cllr D Thomas	GREEN	Static	Regeneration Board	Approved projects being delivered on time and within budget. A scoring methodology has been approved by Cabinet to identify future priority projects. The Housing

Title	Lead Member	RAG	Trend	Monitored by	Comment
					Regeneration Plan is going to Cabinet in September. The North Wales Coast SRA has been allocated £9m per year for the next two financial years.

ACTIONS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Town Centres Summit	Cllr D Thomas	GREEN	Static	Regeneration Board	Town Centre Summit held 20 May 2010. Feedback and notes from event have been distributed.
Shopfront Improvement Scheme	Cllr D Thomas	AMBER	Static	Regeneration Board	Managers of venues are supported by the Marketing and Tourism Manager and team to ensure ongoing programme of publicity materials are produced within budget and timescales, promoting all activities.
Community Grants	Cllr D Thomas	GREEN	Static	Regeneration Board	Community Capital and Revenue Grants currently being administered for this year. Capital grant applications have been prioritised by the Area Members Groups. A report will now go to Cabinet in September. A report recommending approval for the Revenue Grants will be taken to the Director, Environment in August.

PERFORMANCE INDICATORS

Title	Lead Member	RAG	Trend	2011 Outturn	2011 Target	Monitored by	Comment
LREG002 - Relative reduction in Job Seekers Allowance claimants in Denbighshire	Cllr D Thomas				0.16	Regeneration Board	Annual Reporting
LREG001 - Relative reduction in economic inactivity	Cllr D Thomas				0	Regeneration Board	Annual Reporting
LREG003 - Additional number of Houses in Multiple Occupation (HMO) taken through the licensing scheme	Cllr D Thomas				50	Regeneration Board	Annual Reporting

Title	Lead Member	RAG	Trend	2011 Outturn	2011 Target	Monitored by	Comment
LREG004 - Reduce the number of people below the 60% poverty line	Cllr D Thomas				334	Regeneration Board	Annual Reporting
LREG005 - Number of social enterprises assisted	Cllr D Thomas				6	Regeneration Board	Annual Reporting
LREG006 - Number of village facilities improved	Cllr D Thomas				6	Regeneration Board	Annual Reporting
LREG012 - Relative reduction in Job Seekers Allowance claimants in each LSOA area in Rhyl	Cllr D Thomas				0.16	Regeneration Board	Annual Reporting
LREG013 - Incidence of criminal damage in Rhyl	Cllr D Thomas				7.5	Regeneration Board	Annual Reporting
LREG014a - Reduce decline in a) Rural businesses	Cllr D Thomas				45	Regeneration Board	Annual Reporting. Target being revised with WAG.
LREG014b - Reduce decline in b) Tourism sectors	Cllr D Thomas				3000	Regeneration Board	Annual Reporting

ROADS AND FLOOD DEFENCES

PROGRAMME

Title	Lead Member	RAG	Trend	Monitored by	Comment
Highways Asset Management: Implementation of Symology as a complete Highway asset Management Software package.	Cllr S Forbisher	AMBER	Static	Environment Scrutiny	Symology now being used in Streetworks and further development work being carried out with Conwy County Borough Council to explain its use.

PROJECTS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Corwen Flood Scheme	Cllr S Forbisher	AMBER	Downward	Environment Scrutiny	Dependant on funding from WAG.
Denbigh Flood Scheme	Cllr S Forbisher	GREEN	Static	Environment Scrutiny	On target
West Rhyl Flood Scheme	Cllr S Forbisher	GREEN	Static	Environment Scrutiny	On target
Llangollen Flood Scheme	Cllr S Forbisher	GREEN	Static	Environment Scrutiny	Complete
Llanbedr Dyffryn Flood Scheme	Cllr S Forbisher	N/A	N/A	Environment Scrutiny	Future aspiration
Dyserth Flood Scheme	Cllr S Forbisher	N/A	N/A	Environment Scrutiny	Future aspiration

ACTIONS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Review Council's Gully Emptying Policy and Equipment	Cllr S Forbisher	AMBER	Static	Environment Scrutiny	The new vehicles have been delivered. We have reviewed our working practices and a new schedule of works is being undertaken.

Title	Lead Member	RAG	Trend	Monitored by	Comment
Develop Gully Emptying Programme of Work	Cllr S Forbisher	AMBER	Static	Environment Scrutiny	A programme of work has been in place from 01 July 2010.
Purchase of Jet Patcher	Cllr S Forbisher	AMBER	Static	Environment Scrutiny	We are expecting delivery of the Jet Patcher in August 2010.

PERFORMANCE INDICATORS

Title	Lead Member	RAG	Trend	2010 Outturn	2010 Target	Monitored by	Comment
LRFD001a - Percentage of Roads that are in 'Generally Good Condition' a) Principal (A) Roads	Cllr S Forbisher	AMBER	Static	72.5	76	Environment Scrutiny	The status at the end of 2010.
LRFD001b - Percentage of Roads that are in 'Generally Good Condition' b) Non-principal/classified roads	Cllr S Forbisher				53	Environment Scrutiny	
LRFD002 - Percentage of total highways function cost (revenue & capital) spent directly on highways repairs	Cllr S Forbisher	RED	Static	72.9	84	Environment Scrutiny	The status at the end of 2010.
LRFD003 - Percentage of the network resurfaced	Cllr S Forbisher	RED	Static	0.97	4	Environment Scrutiny	The status at the end of 2010.
LRFD004 - Percentage of the network to receive proprietary treatment (i.e. surface dressing)	Cllr S Forbisher	RED	Static	1.98	3	Environment Scrutiny	The status at the end of 2010.

COMMUNITY AND PEOPLE FOCUSED**PROJECTS**

Title	Lead Member	RAG	Trend	Monitored by	Comment
Producing a Community Engagement Strategy	Cllr R Hughes	AMBER	Static	LSB	This is being taken forward by Consultation Officer Post in the Partnership and Communities team supported by the Engagement Task and Finish Group. (This project is intrinsically related to the LDA: Engaging with Denbighshire's Citizens.)
Integrated Community Strategy	Cllr R Hughes	GREEN	Static	LSB	Community Strategy draft being incorporated into a Integrated Partnership Plan alongside Children and Young People's plan, Health Social care and Well Being plan and the Community Safety Action Plan. Work on this is continuing with events planned 29 July and 06 October with the final plan being complete by the 01 April 2011.
LDA: Engaging with Denbighshire's Citizens	Cllr R Hughes	GREEN	Static	LSB	The Engagement Task and Finish Group of the Integrated Strategy Planning Team are developing a robust engagement and involvement strategy. Formal consultation on "The Big Plan" will take place over a 12 week period starting at the end of October after LSB endorse draft plan.

ACTIONS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Resident's Survey	Cllr R Hughes	AMBER	Downward	CET	We have an action plan with agreed actions coming from the Resident's Survey. These actions have identified officers and timescales for delivery and are currently being progressed.
Deliver participatory budgeting	Cllr R Hughes	AMBER	Downward	Leader	Llangollen and St Asaph delivering Participatory Budgeting through their own funds in 2010/11.
Local Area Reports	Cllr H Evans	N/A	N/A	-	Will need to investigate the potential to deliver this after October 2010.
Developing the role of Area Elected Member Groups	Cllr R Hughes	GREEN	Static	-	Area Members Groups meeting on a quarterly basis. Work will start in Sept on a pilot Area Plan before completing the other 5 plans.

HIGH PERFORMANCE CULTURE DELIVERING VALUE FOR MONEY

PROGRAMME

Title	Lead Member	RAG	Trend	Monitored by	Comment
Project Gaia: DCC Corporate Carbon Management Strategy					
GAIA Programme: Asset Management	Cllr P Marfleet	AMBER	Static	CET	No planned or reactive energy/carbon efficiency projects were undertaken in the first quarter of 2010. However, an energy/carbon saving was realised this quarter by the closure of Henllan at the end of March 2010. Energy consumption across the county was about level with that of this period last year. Although there was a significant increase in energy consumption at some key individual sites during this period compared to the same period last year (e.g. Rhyl High).
GAIA Programme: Business Transport	Cllr P Marfleet	N/A	N/A	CET	Programme not started. Awaiting actions from the employee travel review which is due to report in Autumn 2010.
GAIA Programme: Fleet	Cllr P Marfleet	N/A	N/A	CET	Not started.
GAIA Programme: Waste Management	Cllr P Marfleet	GREEN	Static	CET	Programme not start. Business as usual activity is proceeding well however, with more sites coming on line with the co-mingled recycling. School kitchens have changed waste collection structure to 60% recycled and 40% landfill. We hope to improve this ratio and expand co-mingled recycling to more sites.

PROJECT

Title	Lead Member	RAG	Trend	Monitored by	Comment
WorkSMART/EDRMS	Cllr H Evans	GREEN	Static	Cabinet	Complete
Develop PARIS as a key tool for supporting implementation of our reablement model of care delivery	-	GREEN	Static	Social Services Systems Programme	PARIS is being used as a recording process for reablement work. Work will be undertaken to identify opportunities to streamline recording processes in Quarter 2.

Title	Lead Member	RAG	Trend	Monitored by	Comment
				Delivery Board	
Implementation of the Ffynnon performance management system for Corporate and Service Business Plans	Cllr H Evans	GREEN	Static	Cabinet/CET	All council services have their Service Business Plan PMF in Ffynnon. Training has taken place throughout June to all nominated owners, updaters and escalators. Continued support and monitoring will be necessary to enable those nominated to update the quarterly information in their business plans throughout July. It will become clear after July where the gaps in information exist and where further support is necessary to ensure complete quarterly updates are available.
iTrent	Cllr P Marfleet	AMBER	Static	Resources Scrutiny	The Trent implementation is still within the agreed timescales for completion. All Schools now have access to Trent and are now responsible for inputting their own sickness absence information onto the system. Similarly, the absence process has been rolled out to all Managers throughout Denbighshire enabling more local ownership of managing absence. During September/October, implementation of Web Recruitment will take place, enabling a more effective customer experience during the application process and better use of internal resources. iTrent Payroll development will commence in January 2011.

ACTION

Title	Lead Member	RAG	Trend	Monitored by	Comment
Agree and Publish our Medium Term Financial Plan 2010 - 2013	Cllr J Thompson-Hill	GREEN	Static	Council	The draft MTFP has been to Cabinet. It cannot be progress further until Members agree focused outcomes to be delivered around agreed priorities. A final version will also include 4 year savings proposals, which will not be available until the New Year.
Produce a Corporate Workforce Planning Strategy	Cllr P Marfleet	RED	Static	-	The current DCC Workforce Plan runs to 2011. There is no capacity in HR to produce a new Corporate Workforce Plan in 2010/11 due to the HR Review implementation. A new Corporate Workforce Plan will be produced in early 2011/12.
Asset Challenge Process (critical review of	Cllr P Marfleet	GREEN	Static	-	Meetings with Heads of Service are ongoing to discuss

Title	Lead Member	RAG	Trend	Monitored by	Comment
the council's stock of assets)					service related property strategies. A review of the findings with the Corporate Director Governance & Efficiency and the Lead Member with responsibility for asset management is scheduled for the end of September 2010.

PERFORMANCE INDICATORS

Title	Lead Member	RAG	Trend	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	Improving	2.21	2.63	Cabinet / Resources Scrutiny	Absence during Financial Year 2009/10 reduced by 1.5 days per employee. The target for 2010/11 is 10.5 days. The outturn for the first quarter puts us in a strong position to meet and even improve on this target.
% of eligible staff who have had a performance appraisal	Cllr P Marfleet	GREEN	Improving	2.85	2.5	Cabinet / Resources Scrutiny	Most appraisals are carried out between January and December; as such, the target for the earlier quarters is set accordingly. The outturn for the first quarter exceeds this target.

OUTWARD LOOKING

PROJECT

Title	Lead Member	RAG	Trend	Monitored by	Comment
Improvement Agreements	Cllr H Evans	AMBER	Static	Cabinet	We have submitted our self assessment document to WAG and await their final assessment to determine the success and expectations for the Improvement Agreement Grant funding.
Joint Food Waste Treatment Project		GREEN	Static		Commencing the detailed solution phase with a shortlist of three bidders. Dialogue taking place over the next few months.
Joint Residual Waste Project		GREEN	Static		We expect to commence dialogue with bidders by the end of this financial year.

ACTION

Title	Lead Member	RAG	Trend	Monitored by	Comment
Develop Partnership Governance framework	Cllr H Evans	AMBER	Improving	LSB/Council	We are currently looking to align many of our processes with our main collaborative partner, i.e. Conwy County Borough Council, and meetings have been scheduled throughout this Autumn to share information and align processes where possible. We aim to use these meetings to utilise the existing Partnership Governance Framework within Conwy. Aligning as many of our processes as possible will make it easier to develop any future collaboration with Conwy.

STRONG GOVERNANCE AND LEADERSHIP FOR IMPROVEMENT**PROGRAMME**

Title	Lead Member	RAG	Trend	Monitored by	Comment
Change Programme					
Change Programme: HR and Health & Safety	Cllr P Marfleet / Cllr H Evans	GREEN	Static	Change Programme Board	HR Implementation has commenced and on target for implementation April 2011 with required savings of £106k for this financial year on target. Review of Health & Safety is now complete. Closer working arrangements have been agreed with Environment and Property services. The proposals are that Social Services Health & Safety will be managed from the Corporate Centre but remain with the service. The HR Service Centre will support the transactional and administrative tasks for the Health & Safety.
Change Programme: Property Services	Cllr P Marfleet / Cllr H Evans	GREEN	Static	Change Programme Board	The Property Services Review is complete and implementation under way. A Principal Property Manager has been appointed and we are on target to deliver savings for 2011/12.
Change Programme: Legal Services	Cllr P Marfleet / Cllr H Evans	GREEN	Static	Change Programme Board	The Legal Services' review is proceeding on track with the final report estimated to be available in October 2010.
Change Programme: Democratic Services	Cllr P Marfleet / Cllr H Evans	GREEN	Static	Change Programme Board	The Democratic Services' Review is proceeding on track with the final report anticipated to be available in October 2010.
Change Programme: Procurement	Cllr P Marfleet / Cllr H Evans	AMBER	Static	Change Programme Board	The Proactis roll out is underway. The wider project is progressing slower than anticipated due to resource issues.
Change Programme: Corporate ICT and Information Management	Cllr P Marfleet / Cllr H Evans	GREEN	Static	Change Programme Board	The review of ICT in order to deliver savings is on track for delivery in September 2010. The review of the IM function is on track for delivery in October 2010 with a business case for improvement.

ACTIONS

Title	Lead Member	RAG	Trend	Monitored by	Comment
Establish the Programme and Project Support Team as a "Programme Office" and provide support and a consistent approach to the identification, development and implementation of programmes under the proposed new business structures	Cllr H Evans	GREEN	Static	-	Scheduled for Sep 2010
Review of Policy Making	Cllr H Evans	GREEN	Static	CET	The Council's Senior Leadership Team has considered the outcome of this review in particular definitions to distinguish Policy, Strategy Plans and Procedures plus a common form template for corporate and service policies. SLT members have previously provided their "Policy" documents falling within the above from which the final list of Policies will be drawn. SLT will consider this matter further in November or December 2010.

2012 INDICATORS (Quarterly Reporting)

Title	Lead Member	RAG	Trend	Q1 Outturn	Target	Monitored by	Comment
BNF004 (cumulative) - Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	Cllr Julian Thompson-Hill	GREEN	Static	8.35	12	Cabinet/CET	Another excellent performance
CHR002 (cumulative) - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Cllr Paul Marfleet	GREEN	Improving	2.21	2.63	Cabinet/CET	Absence during Financial Year 2009/10 reduced by 1.5 days per employee. The target for 2010/11 is 10.5 days. The outturn for the first quarter puts us in a strong position to meet and even improve on this target.
HHA013 (cumulative) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Cllr David Thomas	GREEN	Static	100	85	Cabinet/CET	
PSR002 (cumulative) - The average number of calendar days taken to deliver a Disabled Facilities Grant	Cllr Sharon Frobisher	GREEN	Improving	295	325	Cabinet/CET	16 DFGs were delivered in the first quarter, taking a total of 4,710 calendar days to complete; an average of 295 days per DGF, which is below our target of 325 days.
PSR004 (cumulative) - The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	Cllr Sharon Frobisher	RED	Downward	1.97	2.5	Cabinet/CET	22 empty homes were bought back into use in the first quarter. The estimated figure (the denominator) for the number of long term empty homes as at 1st April 2010 is 1115. This comes direct from the Council Tax report and is likely to come down a little bit when the empty home surveys are sent out. Council Tax often have some properties marked as empty when they aren't any more so we will revise this during the next quarter as necessary. The denominator is quite a bit higher than the 800 for 2009/10, despite the work of the Denbighshire Empty Homes Project. It perhaps demonstrates that we have scored some "easy hits" over the last 12 months, but also reflects the current housing market and the number of empty home owners unable to

Title	Lead Member	RAG	Trend	Q1 Outturn	Target	Monitored by	Comment
							sell.
SCA001 (cumulative) - The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	Cllr Pauline Dobb	GREEN	Static	0.10	2.02	Cabinet/CET	The target has been increased to reflect a change in definition for the indicator. Just one person experienced a delayed transfer of care during quarter 1.
SCA002a (cumulative) - The rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	Cllr Pauline Dobb	AMBER	Downward	92.5	95	Cabinet/CET	Performance is seasonal with more people receiving support during the winter months. An additional 124 people were helped during quarter 1 in 10/11 (1882) compared with quarter 1 in 09/10 (1758)
SCA019 (cumulative) - The percentage of adult protection referrals completed where the risk has been managed	Cllr Pauline Dobb	GREEN	Static	82.9	77	Cabinet/CET	We are on track to meet our performance.
SCC002 (cumulative) - The percentage of children looked after at 31Mar 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 12mths to 31Mar	Cllr Morfudd Jones	GREEN	Static	3.8	12	Cabinet/CET	There were 4 children who experienced a school move. Of these, 2 were siblings that moved as part of a long term/permanence plan. A single child moved as part of a permanence arrangement set by the court. As the indicator includes moves made a part of positive care planning arrangements these 3 moves count for the PI.
SCC033a (cumulative) - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	Cllr Morfudd Jones	RED	Downward	75	100	Cabinet/CET	There are 4 children in this cohort. The child we are not in touch with successfully returned to live with their parents in 2008 and we stopped being their corporate parent. They are 19 and there is no longer any need for us to be involved in their life. We have sought clarification as to whether this case could be excluded from the cohort.
SCC033b (cumulative) - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	Cllr Morfudd Jones	RED	Static	66.7	100	Cabinet/CET	There are 3 young people in this cohort. A single young person was in custody on their 19th birthday. The indicator is clear that this is not suitable accommodation. As the cohort is small this one case has an adverse impact on performance (i.e. is account for 33%).

Title	Lead Member	RAG	Trend	Q1 Outturn	Target	Monitored by	Comment
SCC033c (cumulative) - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	Cllr Morfudd Jones	GREEN	Improving	100	72	Cabinet/CET	All 3 children in this cohort are in education, training or employment.
WMT004 (cumulative) - The percentage of municipal wastes collected by local authorities sent to landfill	Cllr Sharon Frobisher	GREEN	Improving	39.96	43	Cabinet/CET	
WMT009 (cumulative) - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	Cllr Sharon Frobisher	GREEN	Static	57.9	53	Cabinet/CET	

2012 INDICATORS (Annual Reporting)

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
EDU002i - The percentage of all pupils (including those in LA care), in any LA maintained school, aged 15 as at the preceding 31 Aug & leave compulsory education, training or workbased learning without an approved external qualification	Cllr Eryl Williams				1	Cabinet/CET	
EDU002ii - The percentage of pupils in LA care, in any LA maintained school, aged 15 as at the preceding 31 Aug & leave compulsory education, training or workbased learning without an approved	Cllr Eryl Williams				0	Cabinet/CET	

Title	Lead Member	RAG	Trend	Q4 Outturn	Target	Monitored by	Comment
external qualification							
EDU011 - The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	Cllr Eryl Williams				340	Cabinet/CET	
EDU015a - The percentage of final statements of special education need issued within 26 weeks, including exceptions	Cllr Eryl Williams				100	Cabinet/CET	
EDU015b - The percentage of final statements of special education need issued within 26 weeks, excluding exceptions	Cllr Eryl Williams				100	Cabinet/CET	
EEF002 - The percentage change in carbon dioxide emissions in the non domestic public building stock	Cllr Paul Marfleet				4.45	Cabinet/CET	
PLA006 - The number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year	Cllr Sharon Frobisher				30	Cabinet/CET	
THS011a - The percentage of Principal (A) roads that are in overall poor condition	Cllr Sharon Frobisher				4	Cabinet/CET	
THS011b - The percentage of non-principal/classified (B) roads that are in overall poor condition	Cllr Sharon Frobisher				*	Cabinet/CET	This indicator has changed definition as of July 2010.
THS011c - The percentage of non-principal/classified (C) roads that are in overall poor condition	Cllr Sharon Frobisher				*	Cabinet/CET	This indicator has changed definition as of July 2010.

REPORT TO CABINET

CABINET MEMBER: Councillor H H Evans, Leader

LEAD OFFICER: Alan Smith, Head of Business Planning & Performance

DATE: 7 September 2010

SUBJECT: Annual Performance Review 2009-10

1 DECISION SOUGHT

- 1.1 That Cabinet recommend Denbighshire County Council's draft 'Annual Performance Review 2009-10' (attached at Appendix 1) for adoption by full Council on the 21 September 2010, subject to any amendments agreed by Cabinet.
- 1.2 That Cabinet agree to the publication of a public summary of the Annual Performance Review 2009-10, in County Voice and on the Denbighshire County Council Website (attached at Appendix 2).

2 REASON FOR SEEKING DECISION

- 2.1 The Council's 'Corporate Plan 2009-12' set the strategic direction for the Authority, and was agreed in July 2009. The Plan details what the Council is trying to achieve over the medium term, how this contributes to wider agendas such as Denbighshire's Community Strategy, the rationale behind Members' choice of priorities and how resources will be aligned so that priority outcomes and targets can be achieved.
- 2.2 The Council is required by the Wales Programme for Improvement (2005) to publish a 2 stage Improvement Plan annually by 31st October (i.e. an annual report of our performance for the 2009-10 financial year). For this year, we are only obliged to report on the performance of our Corporate Plan and National Strategic Indicators. We have, however, chosen to include a second section in this year's document which provides a summary of service performance during 2009-10. This additional section adds value in presenting a more comprehensive picture of performance across the Council. From next year we will, in any case, be obliged to include this additional information in order to comply with the Wales Programme for Improvement (2009) and fulfil our duties under the Local Government (Wales) Measure 2009.
- 2.3 The Annual Performance Review 2009-10 has been designed to be of maximum value to elected Members and officers in assessing the performance of the Council, and is a key tool for developing proposals to address areas of weakness and to ensure high performance is maintained. As such, it is necessarily a detailed and, in parts, a technical document. In order to facilitate public understanding of our progress and performance, and to enable public accountability for our service delivery, we propose producing a separate public

summary. We propose to publish this information via County Voice and on our corporate website.

3 POWER TO MAKE THE DECISION

The Corporate Plan is a key element of the Wales Programme for Improvement (2005 & 2009) which is underpinned by the statutory requirements of the Local Government Act 1999 and Local Government (Wales) Measure 2009.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

There are cost implications of the Annual Performance Review document in terms of the cost of publication. It is proposed that a public summary be published in County Voice, which could have an attached cost of up to £2,000.

4.2 Staffing/ Accommodation Implications:

There are no staffing or accommodation implications.

4.3 IT Implications:

The Annual Review will be published on the Council's Website. There are no other I.T. implications.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Failure to produce the Annual Review by the 31st October deadline would result in Statutory Recommendations in the Wales Audit Office Corporate Performance Report, including possible intervention in the running of the authority, with significant implications for reputation of the Council.

5.2 Risks associated with agreeing the recommendation/s

No risks associated with agreeing recommendation.

6 CHIEF FINANCIAL OFFICER STATEMENT

The monitoring of service performance is one of the key elements to ensuring cost effective service delivery. The impending reduction in funding for the public sector will inevitably impact upon performance and make further improvement extremely challenging.

7 CONSULTATION CARRIED OUT

The Annual Performance Review 2009-10 has been developed by the Corporate Improvement Team, in consultation with the Corporate Executive Team. The performance information contained within the document has been

provided by services, and has been drawn from the Service Performance Reviews (which took place with each service during June and July 2010), quarterly performance reports for 2009/10, and the Ffynnon performance management system. The draft document was presented to CET on 23rd August 2010, and then to Cabinet Briefing on 1st September 2010.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The Corporate Plan (agreed in July) outlines our major future developments in priority policy areas. The Annual Performance Review contains performance management information and progress against key performance indicators in 2009-10, and provides information on the effectiveness of corporate priority delivery and wider service provision.

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

The Annual Performance Review reports on the activities and indicators included in the Corporate Plan 2009-12. This in turn was drafted to reflect the County Vision the main themes proposed for the forthcoming revision of the Community Strategy and our Sustainability and Equalities Commitments.

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation

The Annual Performance Review document includes performance information on the Council's Carbon Management Strategy, Project Gaia, and the council's carbon reduction targets. Flood adaptation work reported as part of the Roads and Flood Defences Corporate Priority has contributed to the authority's adaptation to climate change.

8.4 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. Likewise, individual services should carry out their own assessments in relation to the delivery of programmes of work within Service Business Plans.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Amend Annual Performance Review following Cabinet and submit to full Council	14 th September 2010 Corporate Improvement Manager	Head of Business Planning and Performance Alan Smith 14 th September 2010
Publish bilingual public summary in County Voice following approval by Cabinet	Corporate Improvement Manager	Head of Business Planning and Performance Alan Smith
Publish bilingual Annual Performance Review following adoption by full Council	31 st October 2010 Corporate Improvement Manager	Head of Business Planning and Performance Alan Smith 31 st October 2010

10 RECOMMENDATIONS

- 10.1 That Cabinet recommend Denbighshire County Council's draft Annual Performance Review 2009-10 for adoption by full Council on 21st September 2010, subject to any amendments agreed by Cabinet.
- 10.2 That Cabinet agree to the publication of a public summary of the Annual Performance Review 2009-10, in County Voice and on the Denbighshire County Council Website.



CYNGOR

Sir Ddinbych
Denbighshire
COUNTY COUNCIL

Annual Performance Review

2009-10

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Foreword by the Leader of the Council

When I became Leader in November 2007 it soon became clear to me that Denbighshire's Elected Members were not content for the council to carry on as it always had done. We had a council with 18 new Members that was keen to address the issues and concerns of our residents, and politically we had an appetite to drive through change. This process culminated in the publication of our Corporate Plan 2009-12. The Plan set our overall intention is to be a "High Performing Council, Close to the Community". In order to achieve this ambitious aim we structured the plan around four Improvement Themes, aimed at improving the council as an organisation; and four Corporate Priorities, which capture community aspirations for service delivery and real changes that affect the lives of the people and communities of Denbighshire. The Improvement Themes we set ourselves were:

- Community & People Focused
- High Performance Culture - Delivering Value for Money
- Outward looking
- Strong Governance and Leadership for Improvement

The Corporate Priorities we set ourselves were:

- Demographic Change
- Regenerating Our Communities
- Modernising Education
- Roads and Flood Defences

In this first year of our Corporate Plan we have made excellent progress with our Improvement Themes, and Members have particularly welcomed the chance to engage with citizens through the community forum events, and to hear their views through the Denbighshire Residents' Survey. I have also been impressed by the many cost saving and efficiency initiatives developed by our staff. I have been particularly proud of securing millions of pounds of investment for regeneration in West Rhyl; of our success in ensuring that more older people and people with learning disabilities can be cared for at home; of the continued improvement in the attainment of our pupils; and of the quality of our schools. The severe snow and ice during the winter presented an enormous challenge to our highways and infrastructure service and to all our staff. However, I believe we responded superbly and staff can be justly proud of the way they minimised the disruption to services and protected our residents in the worst winter for 30 years.

In the first section of this Annual Review we set out the progress we have made in the first year of delivery of our Corporate Plan. The second section provides further detail on both the progress and challenges ahead for each of our services and the council as a whole. Both sections cover a range of activities that we are now conducting in partnership (with other public, private and voluntary sector bodies) or in collaboration with other Local Authorities. As Chair of the Denbighshire Local Service Board, and a Member of the North Wales Regional Partnership Board, I have had the chance to see first hand the improved outcomes that can be achieved through partnership working and collaboration. I hope this review is widely read and that you agree that we are on the right track in the process of becoming a "High Performing Council, Close to the Community".

Introduction by the Chief Executive

I am pleased to present the Annual Review for 2009-10, which demonstrates the significant progress that we have made in the first year of our Corporate Plan. From the outset we recognised that the next few years would be challenging, and the Corporate Plan includes a number of very demanding targets. Like all organisations, we are affected by what is happening nationally and globally, and we are far from immune from the impact of the current economic climate. The global recession and the expected path of recovery are having a major impact across the public sector. The steps taken by the UK Government to reduce public spending over a number of years is having a direct impact locally. In Wales, the National Assembly is facing a significant budget contraction with a £216m reduction in revenue and £200m in capital. In Denbighshire this is filtering through into reduced budgets for the council and other public agencies. We have developed a Medium Term Financial Plan which is designed to carefully manage our finances whilst investing in our priorities and keeping Council Tax increases to a minimum.

One of my first priorities as Chief Executive was to implement a Change Programme, and I identified a new structure for the senior management team which was implemented in January 2010. The Change Programme has developed throughout the year to encompass the redevelopment and streamlining of all our support services with the aim of freeing more of our resources for frontline delivery. I also believe that we can deliver higher performance and greater value for money for the people of Denbighshire by adapting our delivery models to keep up with these challenging times. In 2009-10, Denbighshire has emerged as a leading Authority, both regionally and nationally, in developing partnership and collaborative approaches to service delivery. We increasingly deliver services jointly with the NHS, North Wales Police, Conwy County Borough Council, Flintshire County Council and with voluntary and private sector providers.

Ultimately it is to the people of Denbighshire who we must give account of our performance. We have set ourselves the aim of becoming a “High Performing Council, Close to the Community”, and in 2009-10 we have made excellent progress and are able to demonstrate performance in the top half of authorities in Wales for 70% of our key measures of performance.

This overall progress is the sum of many parts and our progress with each of our Corporate Priorities and Improvement Themes is detailed below. We are looking forward to continuing to implement and refine our plans throughout the second and third years of our Corporate Plan. Our delivery plan for year two (2010-11) can be found on our website [HTTP://WWW.DENBIGHSHIRE.GOV.UK/EN-GB/DNAP-7UWEMU](http://www.denbighshire.gov.uk/en-gb/dnap-7uwemu). I am pleased to say that 2009-10 has been a year of challenge, but also a year of success.

Section 1:

Corporate Performance Report

A High Performing Council, Close to the Community

In the Corporate Plan 2009-12 we made a pledge to become a 'High Performing Council, Close to the Community'. We have committed to measuring our success in delivering this pledge in the following ways:

High Performing Council

We identified a set of 23 national indicators that are closely aligned to our corporate priorities. We will use this set to compare our performance against other Local Authorities in Wales to establish whether we have become a high performing council. This year we have exceeded our expectation by performing in the top half of Local Authorities in Wales for 70% of our key indicators. We have the ambition of achieving 100% in 2011-12.

Description	2009-10 Target	2009-10 Outturn	2010-11 Target	2011-12 Target
Number of 2012 Indicators in top two quartiles for Welsh Local Authorities	15	16	17	23
Percentage of 2012 Indicators in top two quartiles for Welsh Local Authorities	65%	70%	74%	100%

Denbighshire is now demonstrating high performance in:

- Adults Social Services
- Children's Social Services
- Housing and Homelessness Advice Services
- Private Sector Renewal
- Education
- Waste Management
- Energy Efficiency
- Housing and Council Tax Benefits

Over the coming years to 2011-12 we will be maintaining our efforts in these areas and focusing on securing the necessary improvement in the condition of our roads; employee sickness absence; disabled facilities grant; affordable housing; care leavers and school leavers qualifications.

Close to the Community

We have identified two methods for measuring our success in bringing the council closer to the community. Firstly, by delivering the outcomes of our Corporate Priorities, which have been developed to address community needs; secondly, by considering the results of the Denbighshire County Council Residents' Survey and adapting future Service Business Plans accordingly. The Residents' survey was conducted for the first time in 2009 and went out to a random selection of 6,000 households in Denbighshire. The results form part

of our basket of Corporate Priority Outcome Measures and help us to plan based on community needs and perceptions and, in turn, allow the community to judge our performance. The table below demonstrates the baseline position after the first year of delivery. We hope to demonstrate progress in each of these measures in the next two years and that we are close to the community by: performing well in the priorities set by our communities; responding to the concerns of communities; and treat all community members fairly.

Description	2009-10
% of Priority Outcome Measures on Target	66%
% of Residents responding positively to the statement: My Council Acts on the Concerns of Residents	46%
% of Residents responding positively to the statement: My Council Treats All People Fairly	64%

Improving the Council

When we developed our Corporate Plan in the spring of 2009, we included Improvement Themes that were designed to make sure all the council's services and departments have the tools necessary to fulfil the Statement of Intent, which the council issued following a challenging Wales Audit Office Corporate Governance Report in 2008. The Improvement Themes were intended to secure improvement in 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. During the course of 2009-10 we have further clarified these themes and have developed some specific outcomes for each. The new outcomes provide a focus for our delivery in 2010-11 and can be found in the *Delivering the Corporate Plan 2010-11* document on the council website

[HTTP://WWW.DENBIGHSHIRE.GOV.UK/EN-GB/DNAP-7UWEMU](http://www.denbighshire.gov.uk/en-gb/dnap-7uwemu).

Improvement Theme 1: Community & People Focused

The Community and People Focused Theme can be divided into Community Engagement, Customer Care, Equalities, and the Welsh Language.

Community Engagement

Community Engagement has developed significantly during 2009-10, with a range of new tools and existing approaches being utilise. For example:

- The development of Area Elected Members Groups and specific Corporate Plan activities in each area have been identified for delivery in the remaining two years of the plan 2010-12. A map of these areas can be found on page 30.
- The Denbighshire Council Residents' Survey was sent to 6000 randomly selected residents of Denbighshire in October 2009. The survey explored citizen satisfaction with many services within Denbighshire County Council. This analysis has been published via the council's website and *County Voice* Newsletter. The survey results also form the basis of key measures of success for our aim of becoming a "High Performing Council, Close to the Community" and are used as measures of success for each of the council's Corporate Priorities (see pages 14-29).

In addition to questions about specific council services residents were asked how well informed they felt about various types of information provided by the Council. The information gathered from these questions will help inform our community engagement work in future years.

Of those residents who expressed a view, the vast majority (95%) felt very or fairly well informed about 'how to pay bills to the Council', 90% felt very or fairly well informed about 'how and where to register to vote' and over two-thirds (68%) felt either very well or fairly well informed about 'how to complain to the Council'.

However, residents felt less well informed about 'how they could they could get involved in local decision making' where 48% of those who expressed a view felt not well informed. Over half of residents in Denbighshire (57%) who expressed a view felt not well informed about 'how well the Council is performing', with just 8% feeling very

well informed. We also found that only 8% of residents felt very well informed about 'whether the Council is delivering on its promises', with an additional third (34%) feeling fairly well informed.

- Further survey work has been carried out with our regular Citizens' Panel group. During 2009-10 a Health Social Care and Well-Being survey was sent to all members of the Citizens' Panel, along with information about the Local Development Plan, Extra Care Housing and the Denbighshire Community Forum events.
- Community Forum events formed a further means of engagement, with 18 events held in 2009-10 in each of the six community areas of Rhyl, Prestatyn, Elwy, Denbigh, Ruthin and the Dee Valley. Answers to questions raised by members of the public during the events have been posted on the council's website following each Forum event.
- In 2009-10, three Participatory Budgeting projects (where funding decisions are made by the community) were successfully completed in Dyserth, St Asaph and Llangollen. In addition, Leisure Services utilised Participatory Budgeting to allocate £25,000 of their budget to implement new play and leisure facilities in Ruthin Park following the closure of the paddling pool.
- The work on producing a Community Engagement Strategy was delayed during 2009-10 pending the appointment of the new Partnership and Communities Manager (appointed in June 2010). Work on a Community Engagement Framework to co-ordinate these activities, will continue throughout 2010-11.

Customer Care

Whenever community members interact with the council to access services or information, they become our customers. In order to develop this part of our relationship with the community, we have introduced a new Customer Care Strategy; a Customer Care Standards Monitoring Group; a new Complaints Policy; and a new Communication Strategy. Outputs from each of these activities are reported regularly to Cabinet, the Chief Executive and Senior Management as appropriate.

Equalities

We believe that getting to know the community and unlocking the creativity of everyone (regardless of age, race, gender, disability, sexual orientation, religion, caring responsibility or social economic background) will drive the council forward. Our new Corporate Equalities Plan was formally adopted by Full Council in December 2009. This plan will guide the council's thinking and actions on equalities issues in the period of transition (up to April 2011) when the new Equality Act is implemented.

Welsh Language

In the Corporate Plan, we committed to developing a bilingual county, and are working to make sure that everyone is able to use either Welsh or English as they go about their daily life, including their business with the council. We revised our Welsh language Scheme in 2009, which received approval from the Welsh Language Board.

Improvement Theme 2: High Performance Culture, Delivering Value for Money

This Improvement Theme covers a range of efficiency and cost saving projects, alongside our commitments to sound performance management and sustainability. The Medium-Term Financial Plan, incorporating the Efficiency Strategy, was approved by Full Council in June 2009 alongside the Corporate Plan itself. It is a living document and is updated regularly to reflect the changing financial environment that the council finds itself in. The council's prudential borrowing arrangements were subject to assessment by the Wales Audit Office (WAO) in March 2010, and recommendations for improvement were made. An updated version for the Medium Term Financial Plan was subsequently produced in May 2010.

Business planning and financial Planning have been restructured with new tools in place, and work is continuing in terms integrating these processes. The creation of the Business Planning and Performance Service, in December 2009, was a response to the Council's review of its governance and support service structures. The new team consist of three main sections, i.e. the Corporate Improvement Team; the Programme and Project Team; and the Partnerships & Communities Team.

The Change Programme reviews of support services have been rationalised and now include: Human Resources and Health & Safety; Procurement; Legal Services; Property Services; Corporate ICT and Information Management; Democratic Services; and Finance. These reviews will contribute to a 20% saving across support services, ensuring that a larger proportion of tax payers' money is available to spend on frontline delivery. Each of these reviews will be completed by the end of 2010-11.

Further efficiency projects, progressed during 2009-10, have included the North Wales Procurement Agency; a joint approach to agency staffing; and WorkSMART projects. The North Wales Procurement Partnership (NWPP) Unit is now fully set up and making progress to deliver value for money benefits through collaborative procurement across North Wales. It has delivered £131,000 of savings for Denbighshire in 2009-10. The co-ordinated approach to Agency Staffing has been developed in collaboration with Flintshire and Wrexham. The project produced a total saving during 2009-10 of £291,950, with additional benefits including; consistent pay rates for all job categories; a single point of contact for all agency staff requirements; and monitoring of price and quality of supply.

WorkSMART projects enable more efficient ways of working to free up office space and save costs. The pilot project was completed during 2009-10 and included reviews on all teams in the Caledfryn offices, allowing the Highways and Infrastructure Service to be located on one floor. As a consequence, staff from our Trem Clwyd offices have been accommodated in Caledfryn, and the Trem Clwyd offices have now been released for use by the School Improvement and Inclusion Service.

Project Gaia has increased the awareness of climate change and carbon reduction within the Authority since its adoption at Full Council in September 2009. Carbon Emission Impact is now a consideration in our Corporate Project Management Methodology, and a Climate Change Mitigation and Adaptation Assessment must be made when reporting to Cabinet or Council. Project Gaia's work in raising awareness and driving behavioural

change has been commended by Friends of the Earth Wales, where both internal and external campaigns were carried out through seasonal messages, presentations and climate change art projects. It is hoped that, in 2010/11, the continued learning about global issues will create greater urgency around climate change, motivating staff and communities further towards pro-environmental behaviours.

Improvement Theme 3: Strong Governance and Leadership for Improvement

We made significant developments during 2009-10 to ensure the council's governance structure kept pace with the changes brought about by the new partnership and collaborative agendas. Guidelines for Scrutinising Cross-Organisational Bodies, Partnerships and Collaborative Working have been approved by the Scrutiny Chairs and Vice-Chairs Group for use by our Scrutiny Committees. The WLGA has also been approached with a view to developing an All Wales Protocol between Scrutiny Committees and high level partnerships (such as the LSB, HSCWB and Community Safety Partnerships) for inclusion as part of the proposed WLGA guidance on scrutiny of multi-agency partnerships.

The Corporate Governance Committee has resolved to review individual parts of the Constitution and these are now included in the Committee's forward work programme. As part of this work, Partnership Procedure Rules have been produced, agreed by full Council and are now included in the Council's Constitution. The appointment of a new Director of Corporate Governance and Efficiency has now provided leadership in this area, and particularly in steering the Democratic Services and Legal Services Reviews that are taking place as part of the Change Programme.

During the latter part of 2009-10, twice-yearly Service Performance Reviews were introduced which built on the success of our service self assessment pilot. The new reviews merge, or remove the need for, several existing processes including: quarterly performance reports for Scrutiny Committees, and separate meetings to agree Service Risk Registers. A Corporate Self-Assessment was also completed in 2009-10, which fed into the work of the Wales Audit Office.

Our Project Management Methodology was further embedded during 2009-10 as a key tool in service development. A Project Register was created, detailing the projects that were considered critical to the reputation of the council and/or the wellbeing of Denbighshire Communities. Building on the strengths of this register, a decision was made to create a more comprehensive register detailing all the council's medium and large projects during 2010-11. Project Management training courses have been developed and were run on a monthly basis throughout 2009-10. We also ran specific leadership training for Senior Managers and Elected Members, including the Oakridge Management Programme, as well as running a wide range of internal training courses.

Improvement Theme 4: Outward looking

The Local Delivery Agreements and Community Strategy have evolved into a proposal for an integrated partnership strategy which will also incorporate the work of the Health, Social

Care and Wellbeing Strategy, the Children and Young People's Single Plan, and the Community Safety Strategy.

During 2009-10, the Healthy Denbighshire Strategy has been implemented and has demonstrated significant improvements in reducing poor health as a consequence of reducing poverty, with 65% with a physical illness and 56% with a mental illness reporting an improvement in their health following advice from the Anti-Poverty Welfare Rights Team. Significant work on Housing has taken place with the Extra-Care Housing and Telecare projects (reported in the Demographic Change Section below) benefiting from partnership support. In addition, housing support for substance misusers has been delivered, bringing together a range of providers.

The development of a Childhood Injuries Action Plan and the provision of a counselling and therapeutic service have been highlights of the partnerships work on children's health issues. Work to encourage more healthy lifestyles has been co-ordinated through a joint Obesity Strategy with Conwy and the No Smoking Day events which have been funded through the Well-Being Activity Grant. Work with older people has included the implementation of the Dignity in Care Programme, and the development of an early intervention care pathway for people diagnosed with dementia. Details of the strategy can be found at <http://www.denbighshire.gov.uk/en-gb/DNAP-7D4PWT>.

The Children and Young People's Single Plan continued to be implemented in 2009-10. Betsi Cadwaladr University Health Board has spearheaded a new approach to immunisation, involving a range of Partners, including integrated children's centres, and GPs. This has resulted in reduced waiting times for immunisation. Using a targeted approach, 176 previously 'hard to reach' children were immunised during 2009-10. Uptake has generally increased for the major childhood immunisations and there is also an indication that the recent decline in MMR1 at age 2 years has been reversed.

A Young Carers Strategy has been developed and launched by the Partnership to improve the identification, assessment and support for young carers, and also to improve our collective use of resources. The partnership's work on participation in Education has been particularly successful. Denbighshire has high education/further education rates compared to other parts of Wales. This is thanks to a range of formal, informal and alternative educational opportunities offered by the 14-19 Network, which includes a wide range of Partners, such as Pixel Power at West Rhyl Young People's Project. Denbighshire's partners have also achieved a significant reduction in the number of Year 11 young people who are not in education, employment or training (NEET) to 4.40% in the academic year 2009, from 6.2% in 2008. Details of the partnership and its activities can be found at <http://www.denbighshire.gov.uk/en-gb/DNAP-7JCJMS>.

The Community Safety Strategy is updated annually and involves a strategic assessment and public consultation. At the time of writing, this year's strategic assessment was still underway. Details of current and previous assessments can be found at <http://www.denbighshire.gov.uk/en-gb/DNAP-7BBK3L> which is regularly updated.

Management of all strategic partnerships has been brought together under the new Business Planning and Performance Service. The experience and expertise from the HSCWB and CYPP partnerships will feed into the new Integrated Partnership Strategy for 2011-12. As a step towards enhancing the effectiveness of our partnerships, we have

clarified internal procedures in order to ensure that the Council is well equipped to provide the vital democratic input into Partnerships. As mentioned earlier, Partnership Procedure Rules are now included in the Council's Constitution, and guidelines for Scrutinising Cross-Organisational Bodies, Partnerships and Collaborative Working have been adopted. Work on the development of a partnership governance framework was delayed pending the appointment of the Partnership and Communities Manager, and will now be completed in 2010-11.

The process for developing the Leisure Strategy has progressed throughout 2009-10, with 14 Stakeholder Workshops and 7 Locality Reviews taking place, which will feed into the strategy development work. The three-month drafting process will commence in September 2010.

We have taken steps to manage our relationship with the Assembly Government, AMs and MPs. Regular meetings with Assembly Members and Members of Parliament were arranged following the development of the Corporate Plan, and bi-monthly meetings have been offered throughout 2010. We continued to deliver our Improvement Agreement with the Assembly Government and, good progress was made during 2009-10 overall. There were some areas (for example, in relation to services to children and the provision of facilities at home) where performance fell below target for 2009-10, but our self-assessment concluded that we had successfully delivered our commitments within the Agreement. Further information on the Improvement Agreements can be found at <http://www.denbighshire.gov.uk/en-gb/DNAP-7UWEMU>

Delivering Priorities

While developing our Corporate Plan, our research found that not only do we have one of the highest proportions of older people in Wales, but that the proportion of older people in Denbighshire is increasing rapidly. We found that about 60 extra older people need care services from the council every year. People with learning disabilities are also living much longer and there are more children born with complex disabilities living to become adults. This is having a significant impact on the number of adults with learning disabilities needing support. In order to address these issues we have developed **Demographic Change** as a Corporate Priority.

We also found that, although much of the county is relatively prosperous in compared to other parts of Wales, there are pockets of deprivation within Denbighshire that need to be tackled, particularly in the West and South West of Rhyl. We identified the need to reduce unemployment and economic inactivity in the coastal area and across rural Denbighshire. We also found that the quality of residential accommodation, particularly in Houses of Multiple Occupation in the private rented sector, made a significant contribution to deprivation in some areas. This information led us to develop **Regenerating of Our Communities** as a Corporate Priority. We have seized the opportunity to utilise funds available through the North Wales Coast Strategic Regeneration Area and the Rural Development Plan to aid in the development of this priority.

In Denbighshire, there are: 53 primary schools; eight secondary schools; two special schools; and special units in five primary schools. In the recent past the Council had emerged from a troubled period to receive positive Estyn inspections, demonstrating the impact of new structures and improved performance. The Council wished to ensure that improvements benefited the full range of diverse communities across the county because we believe that a pupil's attainment in school will affect that individual's life chances, as well as having an overall impact on the prosperity and wellbeing of an area. For these reasons we developed **Modernising Education** as a Corporate Priority.

In researching the physical infrastructure in the county, we concluded that there existed a need for significant investment in our roads and flood defences. This need arose as a result of historic deterioration and new considerations about the impact of climate change. For these reasons we have developed **Roads and Flood Defences** as a Corporate Priority.

A range of activities and measures were developed in the Corporate Plan, to deliver and measure progress in each of the Corporate Priority areas. Progress has been reported to Cabinet on a quarterly basis. Governance and direction for the Demographic Change, Regenerating Our Communities and Modernising Education Corporate Priorities has been provided by specific Improvement Boards made up of Elected Members and senior officers. Below we report on our outcome measures and explain the story behind the numbers for each of our Corporate Priorities.

Corporate Priority 1: Demographic Change

Our Demographic Change priority has three specific outcomes, under the headings of: Independence and Choice for Older People; Community Wellbeing; and Independence and Choice for People with Learning Disabilities.

Independence and Choice for Older People

Outcome: Older people will be encouraged and enabled to live independently for longer and care packages will be developed to suit needs and encourage active and healthy lifestyles.

Code	Description	2009-10 Target	2009-10 Outturn	RAG
L/DCH002ai	(Increase) the number of older people (aged 65 or over) supported in the community	1810	2149	GREEN
L/DCH002aai	(Increase) the rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	87	105.6	GREEN
L/DCH002bi	(Reduce) the number of older people placed in care homes	562	531	GREEN
L/DCH002bii	(Reduce) the rate of older people placed in care homes	27	26.09	GREEN

The number of people supported to live in the community was successfully increased in 2009-10. The number of older people supported within residential homes was reduced to below the target level in 2009-10, despite the inclusion of self funding older people within the figures, who require short term funding assistance as a result of the slow housing market delaying the release of equity from property.

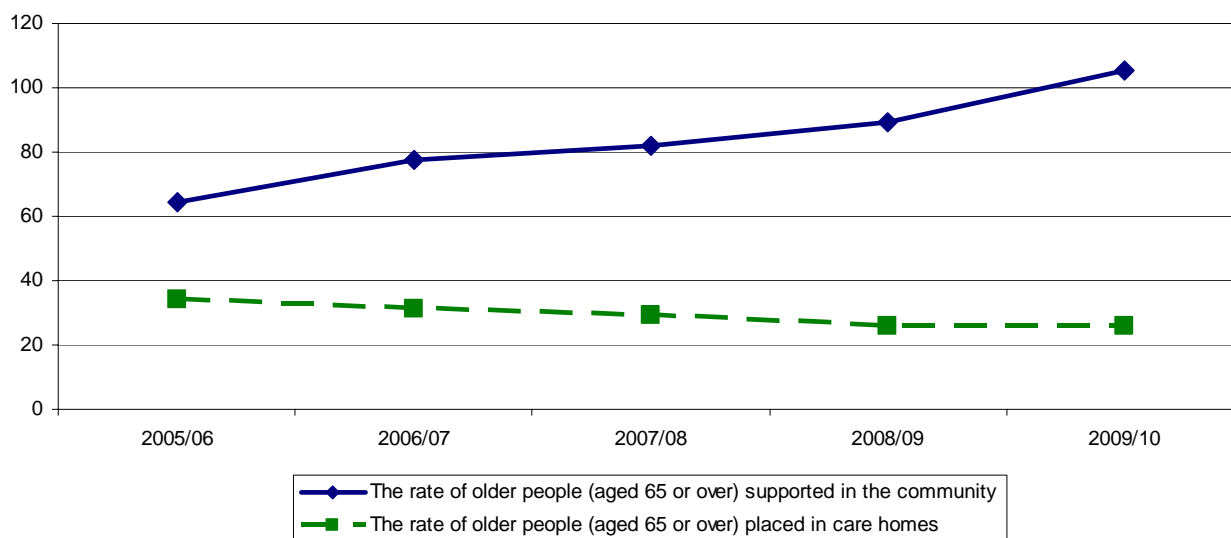
Telecare has been successfully launched and is now fully operational within Denbighshire. Positive feedback has been received from service users and there are additional plans to monitor the cost and to make the service more efficient in the future. Health and Social Care Staff were successfully co-located within Hafan Lles in Prestatyn in February 2010. This brings together Social Workers, Community Occupational Therapists, District Nurses, Housing Wardens, Community Pharmacists, and the Voluntary Sector to provide coordinated services for older residents in Prestatyn.

The Reablement Team was established in December 2009. The service is being phased in across the county during 2010/11, commencing with the acceptance of eligible individuals in the Denbigh and St Asaph areas in January 2010. Implementation of the service in the Ruthin area was brought forward to March 2010.

The Extra Care Housing Scheme in Gorwel Newydd, Rhyl, was completed in December 2008; with development work progressing throughout 2009-10. The scheme is now fully occupied with a waiting list. The Scheme has received a positive independent evaluation, and a financial review has identified considerable cost savings in comparison to residential care. The Extra Care Housing project in Prestatyn was delayed during 2009-10 due to the severe weather conditions. Completion is now expected in January 2011. The Extra Care Housing scheme in Ruthin was also delayed. This was due to issues with planning consent which have subsequently been resolved.

Figure X

Older People's Care



Over the past 5 years we have seen an improving trend in both the rate of older people supported in the community, which has increased; and the rate of older people placed in care homes, which has been reduced. In 2009-10 we saw a steep rise in the rate supported in the community and a levelling of the trend for reducing the rate of older people placed in care homes.

The production of a 3-5 year costed business plan for Care Services was developed to enable the forecasting of future trends, and identification of the likely impact on budgets and service demand. The model has been revised and updated and now covers all services for older people. It has proven to be extremely useful in service planning and the identification of new initiatives to mitigate anticipated trends. Following a review of services provided to Older People in Sheltered Housing a draft strategy has been produced. There is currently consultation being carried out within the Social Services and Housing Directorate, and with the tenants themselves.

The Intensively Supported Independent Living (ISIL) project for people with learning disabilities has been delayed. Plans for the Project had to be revised with the formation of the new Betsi Cadwaladr University Local Health Board (BCULHB). An alternative proposal has now been developed

Community Wellbeing

Outcome: Council departments, and local communities, will redesign activities to take account of the needs of an increasing population of older and disabled people. Targeted activities will nurture a passion for life regardless of age or disability and foster mutually beneficial community involvement.

Code	Description	2009-10 Target	2009-10 Outturn	RAG
L/DCH 001	Communities engaged in developing sustainable support networks for older people, e.g. Passion 4 Life, Pub is the Hub.	6	6	GREEN

Good progress has been made with the Eagles Hotel in Corwen participating in the 'Pub is the Hub' initiative. Work is underway to turn the land to the rear of the hotel into an allotment, and there is also an outbuilding which is being renovated for use as a community facility. An event was held in March 2010 to target licensees in the South of the County to promote this concept using the Eagles Hotel as a positive example. Further events are being scheduled for the future to develop similar initiatives across the County.

The Corwen 'Passion 4 Life' programme is close to completion and will be followed by an evaluation meeting, which will inform the development of a strategy for the continuation of a self-supporting group with assistance from a warden. A new intergenerational programme has also commenced in conjunction with Communities First and Rhyl High School. Further work is also 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. A new 'Passion 4 Life' programme is scheduled to begin in Ruthin during 2010/11.

Independence and Choice for People with Learning Disabilities

Outcome: Council activities will contribute to containing costs through supporting some of its most vulnerable citizens.

Code	Description	2009-10 Target	2009-10 Outturn	RAG
L/DCH 003ai	Numbers of adults aged 18 – 64 with a learning disability who are supported in a care home reduced	36	39	RED
L/DCH 003aii	Rate of adults aged 18 – 64 with a learning disability who are supported in a care home reduced	0.63	0.68	RED
L/DCH 003bi	Numbers of adults with learning disabilities helped to live at home increased	222	232	GREEN
L/DCH 003bii	Rate of adults with learning disabilities helped to live at home increased	3.9	4.07	GREEN

Despite strong performance in the first three quarters of the year, we were unable to meet our target of reducing the number of people with learning disabilities in care homes due to an increased demand for services in quarter 4. It is anticipated that the development of the Intensively Supported Independent Living arrangements will help to address this in the future by providing an alternative to care homes. Despite the increased demand for care home placements, the number of people with learning disabilities helped to live at home was increased and exceeded the target for the year.

Code	Description	2009-10 Target	2009-10 Outturn
Council Residents Survey Q29.E	My Council has helped me to live independently (excluding don't knows)	BASELINE	62.9%
Council Residents Survey Q29.F	My Council has helped vulnerable people in general to live independently (excluding don't knows)	BASELINE	68.8%
Council Residents Survey Q29.H	My Council will help me when I need social care support (excluding don't knows)	BASELINE	63.1%

The Denbighshire Residents' Survey carried out in 2009 received over 3,000 responses and has helped to inform the Council about how satisfied residents are with their local area and the services provided. Around two thirds of those who provided an answer either agreed or strongly agreed with the statements above, which focussed on how well people felt the council would help residents when they needed social care support.

Social Services have developed a project looking at individual budgets and self directed support for Learning Disabilities clients. The pilot is progressing well, and three service users have had their plans approved. A further three service users are currently putting their support plans together.

Employment and work experience opportunities for Learning Disabilities Clients have been facilitated through effective partnership arrangements. A European Union Convergence Fund bid was successful and a Physical Theatre project with the Arts Department was completed. Social Services have also been working with other services to promote placements, though the uptake has been slow to date.

Regional collaboration with other councils and the NHS to support Learning Disabilities Clients has been developed through the Regional Commissioning Unit, which became operational on 1st April 2010. A Service User group and a Joint Health and Social Care Strategic Planning day, both held in June 2010, have assisted in planning and shaping Phase 2 of the project.

Corporate Priority 2: Regenerating Our Communities

Our Regenerating Our Communities priority has three specific outcomes, under the headings of Strategic Targeting; Reduction in Deprivation; and Growing Denbighshire's Economy Sustainably.

Strategic Targeting

Outcome: Pockets of high socio-economic deprivation in the Northern Coastal strip, particularly those in Rhyl, will be tackled allowing them to catch up with other parts of Wales. The rate of decline in the rural economy will be reduced.

A key outcome of our Regenerating Our Communities Corporate Priority is the **Strategic Targeting** of our regeneration resources. Financial support for regeneration activity is generally scarce, and is becoming even more difficult to access in the current economic climate. Funding is frequently in the form of grants which often have a range of criteria and conditions attached. There are therefore significant barriers to ensuring scarce resources are brought to bear where they are most needed. In this area we have worked closely with the Assembly Government, private and third sector organisations to ensure that funding streams have been made available. The Assembly Government established the North Wales Coast Strategic Regeneration Area to focus resources on a narrow geographical area. We have built on our experience of the Rhyl Going Forward Strategy, to ensure that a further concentration of support targets the pockets of deprivation we identified in West and South West Rhyl. We have also worked jointly with the Assembly Government, private and third sector organisations in agreeing a Rural Development Plan for the County.

Our research has also identified the need to support and develop Town Centres and Tourism in the current economic climate. We have worked on aspects of this through our 2008-10 Improvement Agreement with the Assembly Government, and have developed a new work stream on Town Centres and Tourism, which commenced work in April 2010. We will report progress on this in next years' performance review.

The Action Plan for the North Wales Coast Strategic Regeneration Area was agreed in 2009-10, and 19 projects are currently underway in Rhyl. Grants totalling £4.2m were claimed for Denbighshire County Council projects by the end of the first full financial year. The implementation of projects is continuing, in particular the development of the West Rhyl Housing Regeneration Plan, implementation of which will address the underlying causes of deprivation in the town. We will continue to report progress and emerging outcomes in subsequent Annual Reviews.

Code	Description	2009-10 Target	2009-10 Outturn	RAG
L/REG0012	Relative reduction in Jobseekers Allowance Claimants in each LSOA in Rhyl	0.16	0.2	GREEN
L/REG013	Reduction in Incidence of Criminal damage in Rhyl	7.5	11	GREEN
L/REG014a	Reduced decline in Rural Businesses	Target under Revision in Negotiation with the Assembly Government		
L/REG014b	Reduce decline in Tourism Sector	Increase visitors by 3000 by 2011		GREEN

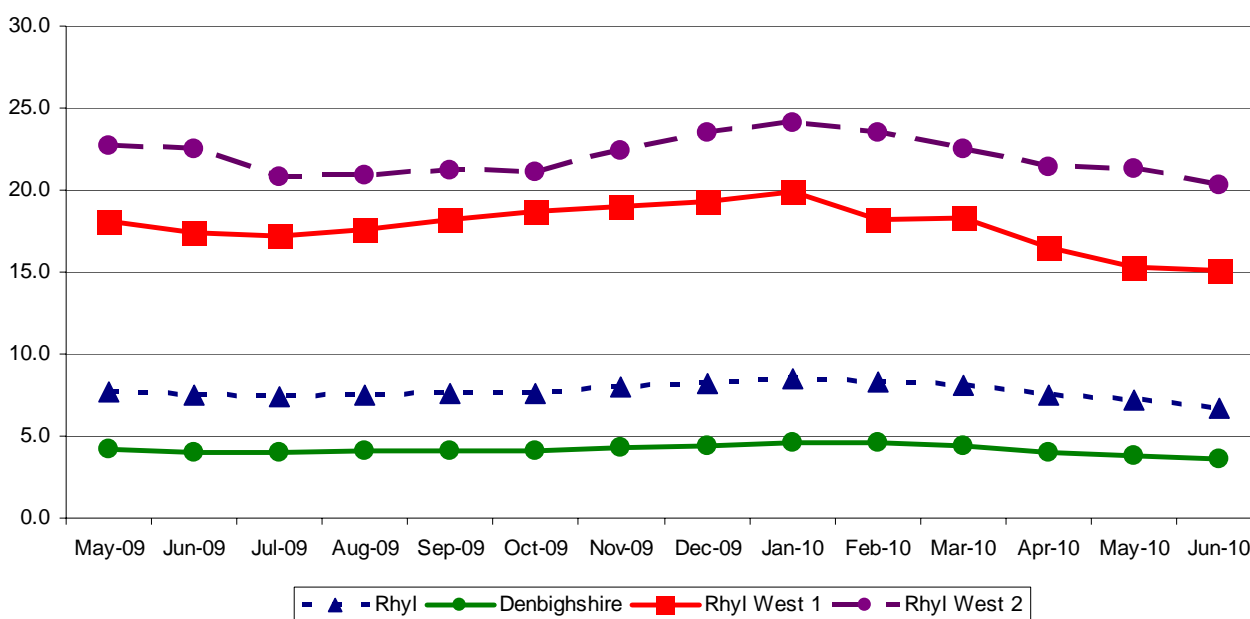
2009-10 has been a busy year for rural development, where the Council works in partnership with the private and voluntary sector in the Denbighshire Rural Development Partnership. Established projects continued throughout the year including:

- providing grants for businesses employing less than 10 staff in partnership with Denbighshire Enterprise Agency
- supporting clusters of businesses trading in the same sector to work together
- developing a new long distance path to the west of the county to link with existing ones
- providing financial support for community capital projects through a rural Key Fund in partnership with the Denbighshire Voluntary Services Council, and
- providing new buses and new bus services in rural Denbighshire.

In addition to this, work took place to develop a business plan of projects to be supported through the second part of the Rural Development Plan from 2011-14. The Denbighshire partnership decided to hold an open call for project ideas during the autumn of 2009. In the new business plan we took the opportunity to respond to changes to the economy that had occurred as a result of the recent recession. The revised strategy has since been approved by the Assembly Government.

Our Improvement Agreement also aimed at strategically targeting resources to improve the Town Centres of Prestatyn and Denbigh through the preservation and improvement of some of their historic buildings.

Fig X. Jobseekers Allowance Claimants in Rhyl.



Our key indicator for Strategic Targeting was the relative reduction in the rate of Jobseekers allowance claimants in Rhyl compared to the Denbighshire rate. We can see from the graph above that, although Denbighshire, Rhyl and the two worst performing LSOAs in Rhyl, show a similar trend over the period to June, the reduction is greatest in Rhyl West 1 (3) and Rhyl West 2 (2.4) then in Rhyl (1) and Denbighshire (0.5). This shows a bigger reduction in our target areas. The gap between the Denbighshire rate and the Rhyl rate has reduced by 0.4.

Reduction in Deprivation

Outcome: We will reduce deprivation by tackling problem areas such as Houses of Multiple Occupation, improving quality of employment and reducing the number of people living on benefits.

Improving the Housing market is at the heart of our work to reduce deprivation. The housing work stream group is making very good progress, particularly with its work within the North Wales Coast Strategic Regeneration Area through the **West Rhyl Housing Regeneration Plan**. Much of the focus is on Houses of Multiple Occupation, the quality of accommodation and licensing. The plan aims 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 becomes one of housing choice rather than need. 2009-10 has been a year of preparation, with the planning of the project and the acquisition of key properties to allow for the redevelopment for the area. Key objectives have been developed to ensure priority area and priority topics are fully agreed, with local performance indicators in place to tie in with the Assembly Governments Strategic Regeneration Area targets. The development work and design commissioning will continue during 2010-11 and will include a full public consultation.

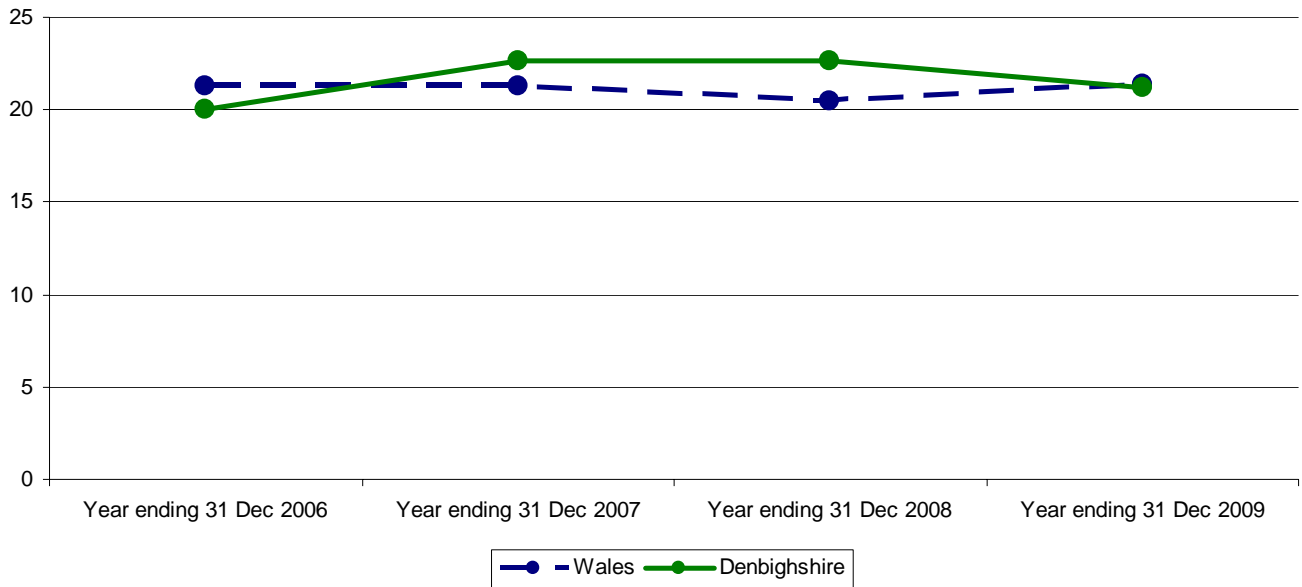
Code	Description	2009-10 Target	2009-10 Outturn	RAG
L/REG001	Relative Reduction in Economic Inactivity	0	-0.70	GREEN
L/REG002	Relative reduction in Job Seekers Allowance Claimants in Denbighshire	0.16	0.2	GREEN
L/REG004	Reduce the number of people below the poverty line	167	161	AMBER
L/REG006	Number of village facilities improved	6	0	RED

Our **Anti Poverty** and Welfare Rights Unit has had a successful year with £3.4m in confirmed Benefits and Tax Credit gains among 579 people - a 14 year record which brings the total to £30m for 8603 people since 1996. The introduction of the "one visit, full assessment" policy has reduced home visits (by 41%); mileage costs; and Carbon emissions, as well as freeing up time to do more assessments. The number of **village facilities** improved was unfortunately subject to delay, but sufficient bids have now been received from communities to ensure that the grants are fully utilised during 2010-11.

The **Pride** work stream has been developed to include a pilot project to encourage community involvement in caring for neighbourhoods to develop a sense of pride about their local area. Ideas discussed with the communities so far include a sense of place officer, an enabler post for countryside projects, and a mentor for tourism development work.

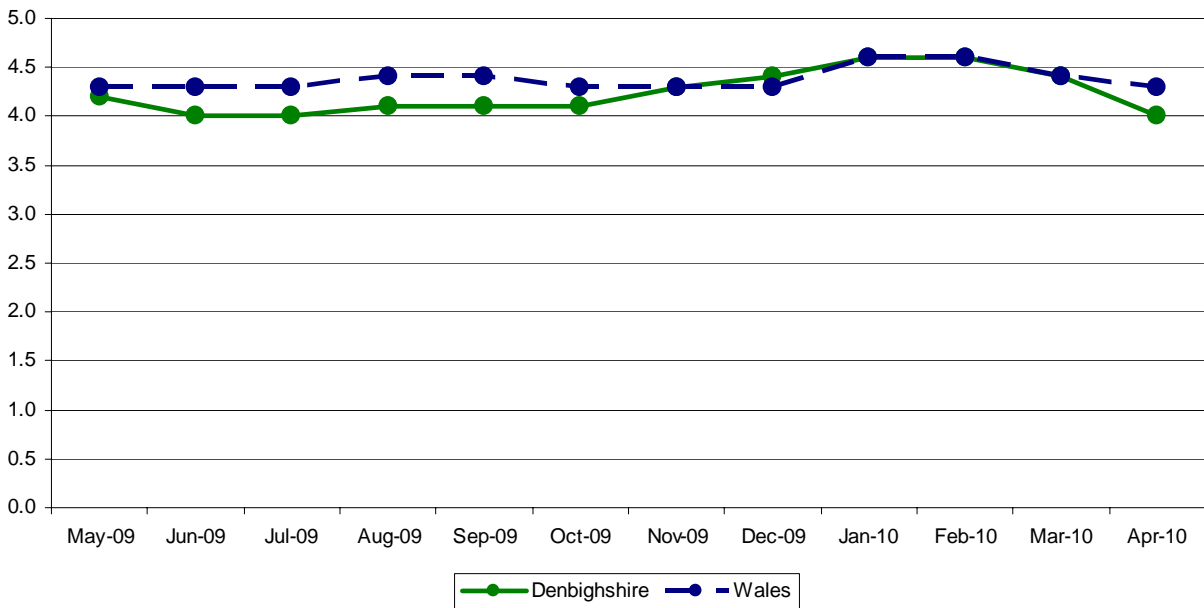
The **Skills** work stream, described below, also contributes to the reduction in deprivation and has a significant impact on our key indicators for this outcome, which are: rates of economic inactivity; and rates of Jobseekers allowance claimants. The chart below shows that the rate of Economic Inactivity in Denbighshire rose above the Wales level at the start of the recession in 2007, remaining above during 2008, before falling below the Wales level for 2009. We hope to continue this downward trend and widen the gap between the Denbighshire and Wales levels.

Fig X. Economic Inactivity Rates



Throughout 2009-10, the rate of jobseekers allowance claimants in the county has followed a course similar to that of the trend throughout Wales, but Denbighshire has remained below the Wales level with the exception of December 2009. The chart below shows that Denbighshire end the period with 4% of the working age population claiming Jobseekers Allowance compared to the Wales level of 4.3.

Fig X. Jobseekers Allowance Claimants



Growing Denbighshire's Economy Sustainably

Outcome: We will increase the number and quality of job opportunities, improving opportunities for business growth and start-ups, improving local environments and ensuring housing is of the quality and quantity required within Denbighshire to support sustainable economic growth.

Code	Description	2009-10 Target	2009-10 Outturn	RAG
L/REG005	Number of social enterprises assisted	6	2	RED
L/REG008	Ratio of average house prices to average earnings	6	5.27	GREEN
L/REG007	Number of new and existing micro rural enterprises (<10 employees) financially assisted	55 by 2011		GREEN
L/REG009	Gross number of jobs created in rural micro businesses	50 by 2011		GREEN

Our plans for growing Denbighshire's economy are based on a combination of support to business and development of skills for work, to create an environment which fosters business start ups and high quality employment opportunities. We also recognise the broad nature of economic growth and therefore consider the housing and pride work streams, mentioned above, as contributing to the achievement of this outcome.

The council is utilising European funding to support social entrepreneurship and re-brand Rhyl. These projects are collaborative with other European partners. The social enterprise project is being led by our team in the two participating counties in North Wales (Denbighshire and Isle of Anglesey). Our target was to provide assistance to six social enterprises in Denbighshire during 2009-10. By the end of the year, two **social enterprises** were receiving assistance (Youthspace and Gallery 36), and four more enterprises received the full amount of support by the end of June 2010.

Our work with rural businesses has been managed through the Rural Development Plan, mentioned above, and has focused on job creation and assistance to small businesses.

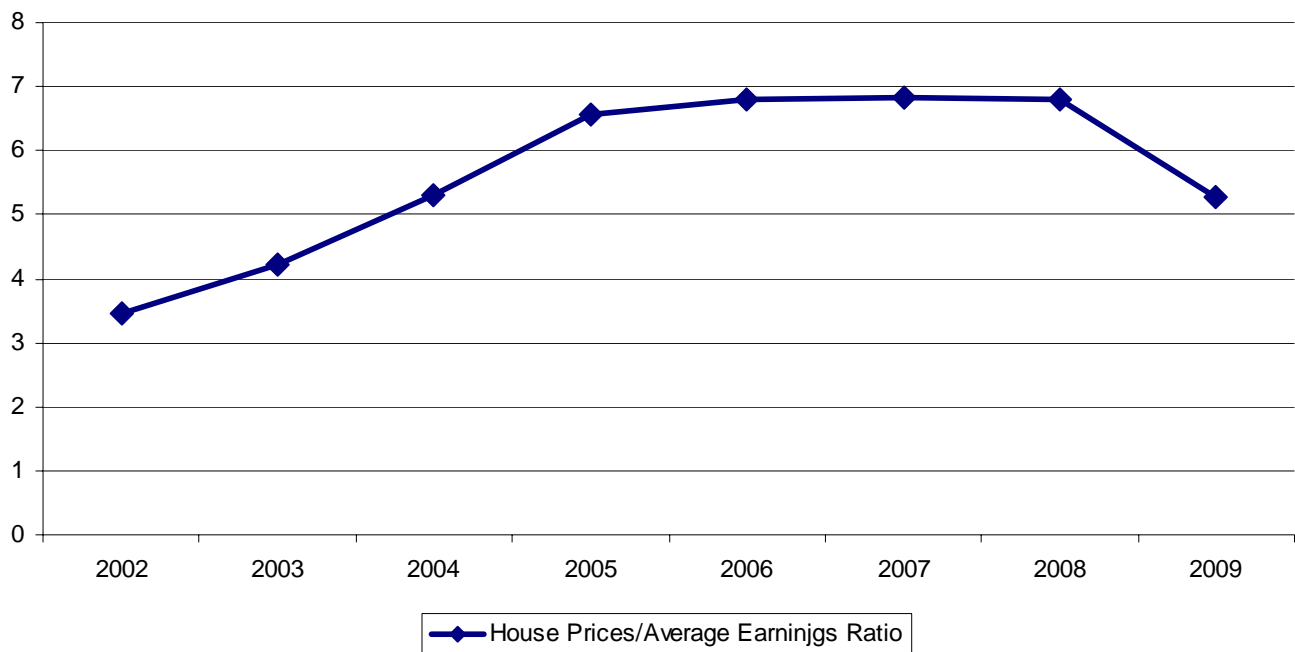
As part of the **skills** work stream there has been a significant change to the secondary school curriculum during the year, with young people in Denbighshire now being able to access a much wider range of courses at 14 and 16. We met in full the demands of Tier A of the Learning and Skills Measure 2009 in all schools, and all 14 year olds had a choice of over 30 level 2 subjects including at least 5 vocational options. All schools exceed this with an average number of 9 vocational subjects. Many of these courses are offered collaboratively between schools, colleges and work based learning providers. There has been a general increase in the number of applied and vocational courses offered at all of our secondary schools.

Attainment at Level 2 also increased in 2009 to reflect the curriculum changes of the previous 2 years. This was particularly noticeable at Ysgol Dinas Brân, Llangollen, where there had been the greatest shift towards vocational and applied subjects.

The curriculum offer for 2009–10 was designed around identified skills needs and aimed to increase learner choice, participation and achievement. The most significant changes were in the post-16 education, where schools and colleges combined to make a joint offer to all learners.

The ratio of house prices to average earnings is a key indicator of economic wellbeing. In the recent housing boom, concern grew that we had reached an unsustainable level which would require a change in the balance of incomes and the available housing mix to repair. The market correction in house prices has already caused a reduction in the ratio and we hope to see a stable and sustainable future trend. In order to influence this we have focused on creating: the business environment where higher wage earners can flourish; the skills base locally to take advantage of this environment; and changes to the mix of housing stock via physical regeneration.

House Prices/Average Earnings Ratio



As with all our priorities, we are concerned not only with high performance measured by data and indicators, but also on being close to the communities, and listening to their views. In our residents' survey, we asked people to comment on their area as a place to live. The results are reproduced below. We will be asking these questions again when our Corporate Plan has had time to make an impact, and hope to show an improving trend.

Code	Description	2009-10 Target	2009-10 Outturn	
Council Residents' Survey Q2	How satisfied or dissatisfied are you with your local area as a place to live?	Baseline	Satisfied 86%	
Council Residents' Survey Q3	In the last 12 months, do you think your local area as a place to live has got better, got worse, or stayed the same?	Baseline	Better	11%
			Same	65%
			Worse	24%

Corporate Priority 3: Modernising Education

Improved Attainment of Pupils

Outcome: Denbighshire will be within the top 10 performing authorities in Wales for key stage performance.

The Modernising Education programme encompasses three streams of work: modernising schools, improving standards in schools and promoting inclusion and delivering support services to schools. These three areas of work contribute to the Council's target of ensuring that Denbighshire's performance will be within the top 10 in Wales for key stage attainment.

As part of this commitment to raising attainment of pupils, it is important that school buildings, learning environments and resources meet the needs of 21st Century Wales. The Council has a responsibility to ensure that our schools are sustainable and fit for purpose. In January 2009, the Council adopted the Modernising Education policy framework. This framework provides the basis for the Council to strategically plan school provision. A key element of the policy framework is the review process to determine options for school provision within an area. The **School Reorganisation and Modernisation** Programme has conducted three such reviews during 2009-10.

The Dee Valley East Review has brought about a rationalisation of the primary school provision in the south east of the county via a process of consultation, engagement and consent. Ysgol Bryn Collen and Ysgol Gymraeg y Gwernant have successfully bid for capital funding for the remodelling of the existing site. Feasibility works with the two schools are in progress and the projects will continue into 2010-11. A meeting with school governors has started the consultation process at Ysgol Dyffryn Ial regarding the development of provision there. Finally, the closure of Ysgol Llantysilio has taken place in 2010 following an extensive engagement process throughout the year, and has released resources for further investment in education.

The Edeyrnion (Dee Valley West) Area Review is at an earlier stage of development and informal consultation meetings with headteachers and Chairs of Governors took place in the latter part of 2009-10. The issues facing the area have been debated and various models for school organisation discussed. Consultation on potential options for the area should begin in the autumn term 2010 subject to Cabinet approval.

Following the completion of the Prestatyn Area Review formal consultation has been launched on proposals to extend Ysgol Y Llys and on the potential amalgamation of Bodnant Infants School and Bodnant Junior School on their existing sites. The consultation period for both proposals is due to end on the 24 September 2010.

In the Vale of Clwyd a shared Headship scheme has been developed at Ysgol Gellifor and Ysgol Bryn Clwyd and this will be monitored closely to consider the educational and financial implications.

Educational attainment in primary schools has continued to show positive improvements. This year again we surpassed our target for Key stage 1 and improved performance while narrowly missing our target for Key stage 2.

Provisional figures for 2010-11 (academic year 09/10) show a slight decrease in performance at Key Stage 1 and a significant increase in our performance at Key Stage 2.

Code	Description	2009-10 Target	2009-10 Outturn	RAG	2010-11 Provisional
L/MEd/001	Raise the percentage of pupils achieving the Core Subject Indicator at key stage 1:	82	83.2	GREEN	82.4%
EDU/003	Raise the percentage of pupils achieving the Core Subject Indicator at key stage 2	75.2	76.8	GREEN	78.1%

Throughout 2009-10, a major piece of work has been the drafting of the Welsh Education Scheme 2010-13, which sets out a framework for the future development of Welsh Medium provision across Denbighshire Schools. The draft Scheme was finalised in the early part of 2010-11 and approved for public consultation by the Cabinet and the Welsh Language Board. The consultation period is due to end on the 1 October 2010.

Support for **Improving School's** standards and inclusion encompasses the work of the council in providing an enhanced curriculum, mentioned above as part of the **skills** element of our Regeneration Priority, and through support aimed at improving attendance. Secondary attendance for 2009-10 (08/09 academic year) was 91.0%. The provisional secondary attendance figure for 2010-11 (09/10 academic year) is 91.2%, an increase of 0.2% on the previous year. Attainment in our secondary schools has shown continued improvement at Key Stage 3 and 4 surpassing our targets for the percentage of pupils gaining 5 GCSE A*-C and the percentage of pupils achieving the Core Subject Indicator at Key Stage 4.

Code	Description	2009-10 Target	2009-10 Outturn	RAG	2010-11 Provisional
EDU/004	Raise the percentage of pupils achieving the Core Subject Indicator at key stage 3	59.8	59.78	GREEN	63.9%
L/Med/004	Raise the percentage of pupils achieving 5 A* to C	51	55.9	GREEN	59.2%
L/MEd/005	Raise the percentage of pupils achieving the Core Subject Indicator at key stage 4	39	46.1	GREEN	43.7%

Provisional figures for 2010-11 (academic year 09/10) show a significant improvement at Key Stage 3 and for the percentage of pupils gaining 5 GCSE A*-C at Key Stage 4. However the percentage of pupils achieving the Core Subject Indicator at Key Stage 4 is down at 43.9%.

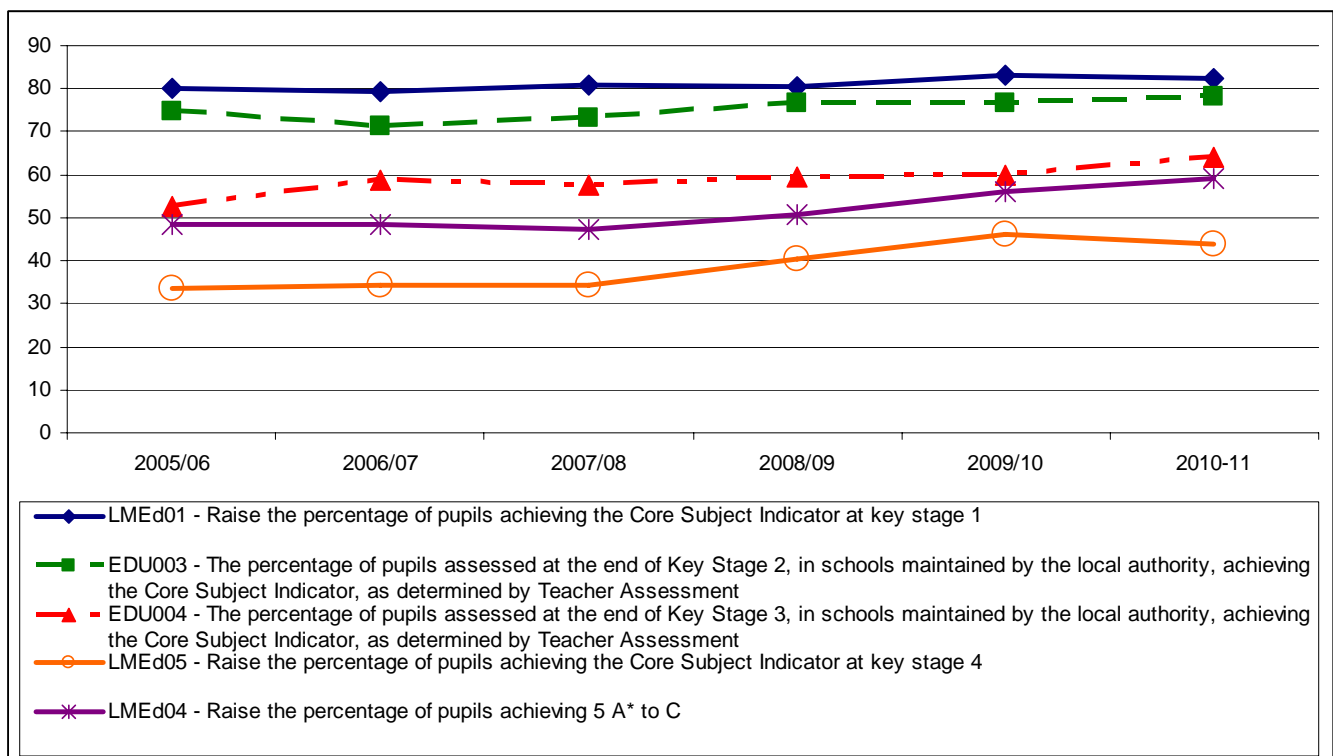
The third element of the Modernising Education priority is a programme of work around **Monitoring and Evaluating Support Services to Schools**. The council is committed to the best value support services to meet the needs of individual schools. We believe it is necessary for schools, service providers and the council to work together to monitor and evaluate the effectiveness and the quality of the services provided. Schools have been asked to report to the Council any issues that they have with performance or service received from support services. However, we received few reports in 2009-10 and are currently working with schools to encourage higher levels of participation in the future.

The year has also been one of development and preparation, with plans submitted for significant new projects through the Assembly Government's Transitional Funding Scheme. We have subsequently learned that we were successful in securing £3m of investment for one of these projects based around Welsh medium primary education in North Denbighshire which

represents a significant achievement in the current financial climate. However we were unsuccessful with a number of other projects including Transforming Secondary Education in Rhyl, Transforming 3-18 Education in Prestatyn and Ysgol Glan Clwyd. We will be working to include these projects in the Strategic Outline Plan for the Assembly Government's 21st Century Schools Programme.

Overall, we can demonstrate significant success in turning round education provision in Denbighshire from the difficult time just a few years ago. The chart below shows the longer-term improvement trend across all our key measures.

Figure X



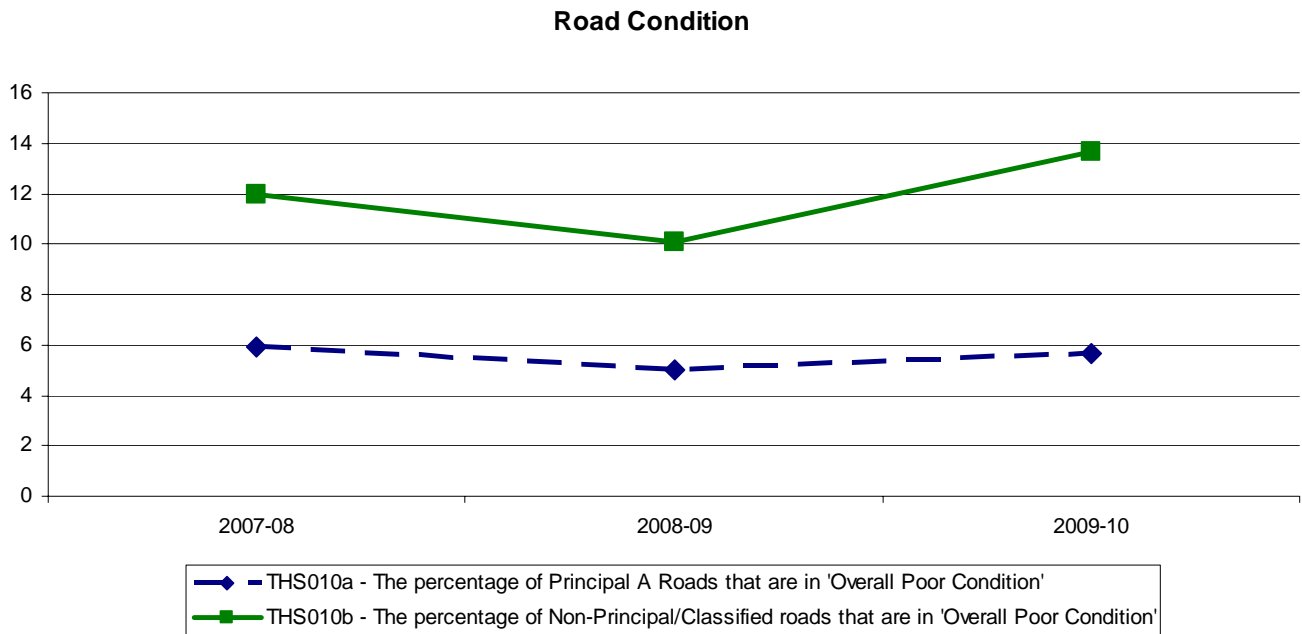
We seek to deliver high quality education to all the communities of Denbighshire and care what communities think. In our residents' survey, we asked three questions about our education service which we will be asking again in the near future to assess our communities' opinion of our development.

Code	Description	2009-10 Target	2009-10 Outturn
Council Residents' Survey Q11.2	Percentage Very Satisfied or Fairly Satisfied with Primary Education (5-11)	Baseline	91%
Council Residents' Survey Q11.3	Percentage Very Satisfied or Fairly Satisfied with Secondary Education (11-16)	Baseline	78%
Council Residents' Survey Q12	In your opinion, have schools and the education system got better, got worse, or stayed the same since the publication of the Estyn report in 2007?	Baseline	Better 28% Same 50% Worse 22%

Corporate Priority 4: Roads and Flood Defences

Improvement in the Road Network

Outcome: There will be an overall improvement in the condition of our infrastructure, reduced maintenance backlogs, fewer complaints.



Progress on the overall condition of our roads has been disappointing during 2009-10. The severity of the winter, and impact of snow, ice and grit on the road surface, has played a part in the deterioration of the road network. The percentage of Principal A Roads that are in 'Overall Poor Condition' was reduced between 2007-8 (5.94%) and 2008-09 (5%) but this good work was partially undone during 2009-10 (5.66%). In the case of Non-Principal/Classified roads the percentage in 'overall poor condition' (13.69%) also increased in 2009-10. At the same time the impact on the percentage of roads in 'overall good condition' has been negative for both categories.

Code	Description	2009-10 Target	2009-10 Outturn	RAG
L/RFD001a	Percentage of roads that are in 'Generally Good Condition' (a) Principal (A) Roads	77%	72.5%	AMBER
L/RFD001b	Percentage of roads that are in 'Generally Good Condition' (b) Non-principal/classified roads	58%		

For the first time we also set targets aimed at improvements in the efficiency of our processes (to ensure that investments are spent on service delivery as far as possible), and targets based on network coverage. The table below shows that in both cases these figures fell below target. We believe that we need to improve our performance in the case of the percentage of highways cost spent directly on highways repairs. However, the experience of using indicators based on percentage of the network receiving particular treatments has led us to question the usefulness of these measures. For 2010-11, the programme will concentrate on measuring the outcome more directly. Our work will aim to improve the overall road condition indicators,

rather than covering specified amounts of the network. This should prove to be a more effective method of targeting the available budget.

Code	Description	2009-10 Target	2009-10 Outturn	RAG
L/RFD002	Percentage of total highways function cost (revenue & capital) spent directly on highways repairs	84%	72.9%	RED
L/RFD003	Percentage of the network resurfaced	4	0.97	RED
L/RFD004	Percentage of the network to receive proprietary treatment (i.e. surface dressing)	3	1.98	RED

The data from the Denbighshire residents' survey has proved useful in giving a general public perception of the road network which, alongside the specific detailed views we received from local residents and the technical and safety data we collect, allows us to focus on priority areas for improvement. General satisfaction with the road network is relatively high.








Code	Description	2009-10 Target	2009-10 Outturn
Council Residents' Survey Q9.1	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining main roads in good condition'	Baseline	64%
Council Residents' Survey Q9.2	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining local streets in good condition'	Baseline	65%
Council Residents' Survey Q9.3	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining footpaths in good condition'	Baseline	68%







Better Flood Defences










The Council has made excellent progress in the Flood Defences aspects of the Corporate Priority. Work commenced on the Denbigh Flood Scheme following a successful application to the Environment Agency Wales for temporary works consent. The planning and development work for the West Rhyl Flood Scheme was carried out this year with work planned to commence on site in November 2010. We have also developed the plans for the Corwen Flood Scheme, and the Assembly Government has confirmed 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 planned in January 2011.



We had also committed to re-equipping and reviewing our gully emptying service. The new vehicle has been purchased and the backlog of work has been the focus for the team. The review of working practices is underway to ensure that the new equipment is used most efficiently and effectively.

The 2012 Indicators

	Description	2009-10 Wales Median	2009-10 Target	2009-10 Outturn	High Performing ?	Trend
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	3.44	1.50	1.21		↓
SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	89.04	87	105.60		↑
SCA019	The % of adult protection referrals completed where the risk has been managed	62.40	65.0	82.22		↑
SCC/002	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	11.74	15.0	6.00		↑
SCC/033a	The % of young people formerly looked after with whom the authority is in contact at the age of 19	100	100	100		↔
SCC/033b	The % of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	93.73	100	62.50		↓
SCC/033c	The % of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	43.11	65.0	62.50		↑

	Description	2009-10 Wales Median	2009-10 Target	2009-10 Outturn	High Performing ?	Trend
HHA/013	The % of all potentially homeless households for whom homelessness was prevented for at least 6 months	78.99	80.0	99.00		↑
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	362.40	330	381.01		↓
PLA/006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	23.72	13	9.16		↓
PSR/004	The % of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	1.91	3.00	23.50		↑
EDU/002i	The % of all pupils (including those in local authority care), aged 15 as at the preceding 31 August and leave compulsory education, training or work based learning without an approved external qualification	0.67	2.00	0.87		↑
EDU/002ii (NS9)	The % of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August and leave compulsory education, training or work based learning without an approved external qualification	1.52	2.00	0.00		↔

	Description	2009-10 Wales Median	2009-10 Target	2009-10 Outturn	High Performing ?	Trend
EDU/011 (NS12)	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	372.33	340	395.94		↑
EDU/015a	The % of final statements of special education need issued within 26 weeks, including exceptions	75.32	100	100		↔
EDU/015b	The % of final statements of special education need issued within 26 weeks, excluding exceptions	98.89	100	100		↔
WMT/009	The % of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	40.40	40	51.01		↑
WMT/004	The % of municipal waste collected by local authorities sent to landfill	56.60	57.5	47.36		↑
THS/010a	Percentage of principal (A) roads that are in overall poor condition	4.48	5	5.66		↓
THS/010b	Percentage of non-principal/classified roads that are in overall poor condition	10.32	11	13.69		↓
EEF/002a	Percentage change in carbon dioxide emissions in the non domestic public building stock	2.15	2	7.71		↑
BNF/004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	9.94	15	6.91		↑

	Description	2009-10 Wales Median	2009-10 Target	2009-10 Outturn	High Performing ?	Trend
CHR/002	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	10.87	11	10.91		

Section 2:

Service Performance Report

Introduction

During 2009-10, we introduced a new system of twice-yearly Service Performance Reviews in order to develop a broader understanding of how services are performing beyond the analysis of performance indicator data. The Service Performance Reviews provide an element of challenge to the performance of services, and are chaired by the Head of Business Planning and Performance. This Service Performance Report is the result of the first round of Service Performance Reviews, which took place during June and July 2010 and looked back at performance during 2009-10. The following pages provide a summary assessment of how each service performed, in addition to discussing some cross-cutting themes which affect all services, such as regulatory work and collaboration. The assessment of our services is divided into those who deliver services to the community, and support services.

Service Delivery

Adult Services

During 2009/2010, Adult Services proactively responded to the demographic profile of Denbighshire. In addition to the developments highlighted in the demographic change priority section, we reviewed and developed day activities for people with a learning disability, and secured a significant European Union Convergence Fund bid to provide employment opportunities for disadvantaged groups. We also invested in extra care housing; response and reablement approaches; and Telecare. Savings made in other areas, for example, from the closure of Llys Nant Residential Home, are to be reinvested in the new Nant y Mor extra care housing scheme in Prestatyn, and we plan to also invest in another extra care scheme in Denbigh from savings in previous years. Feedback from service users and carers is generally very positive and we have received positive inspection reports about our residential care homes.

We were able to demonstrate that we are a high performing service during 2009-10. Our performance for supporting older people in the community moved from the 3rd to the 2nd quartile in Wales, and we also sustained our excellent performance in ensuring that we have a low number of people experiencing a delay in their hospital discharge whilst social care arrangements are made.

Feedback from a staff communication survey showed that staff feel well informed about decisions affecting them and their work; consider communication to be open and honest within their team/service; agree that communication within the department is good; and feel there is a mixed picture on the effectiveness of communication between the department and other parts of the council.

Although most people receive a timely and good quality assessment of their needs, we need to do more to ensure consistency in the timeliness of assessments across teams. Similarly, we already have good care management and review processes, but we need to improve the way we work so that there is more time spent with people rather than entering data on our systems. We therefore aim to adopt a 'systems thinking approach' to reviewing and streamlining our processes in order to place emphasis on activity that 'adds value'. As part of this approach we will reduce the amount of time practitioners spend entering information so that we can maximise the time they have to work directly with people. Other areas identified for improvement include strengthening risk assessment and risk management for Protection of

Vulnerable Adults (POVA) cases, and ensuring that our systems to monitor the quality of our services are applied consistently and focus on results rather than processes.

Children and Family Services

In order to shape our services to meet the needs of the community we took actions during 2009/10 to further integrate services to children with disabilities involving Health and Education. We also reviewed the transition process for people with learning disabilities moving from childhood to adulthood, and submitted a successful bid for a Transition Coordinator (for children with learning disabilities) to the Welsh Assembly Government.

During 2009-10, we worked with education services to develop a Corporate Parenting Strategy, agree a joint policy for funding for Higher Education places for looked after children, and establish multi-agency groups in five secondary schools. We also worked hard during 2009-10 to improve educational outcomes for looked after children. We have substantially reduced school changes for looked after children (excluding transitional moves), and moved from the fourth quartile to above the Welsh median for this performance indicator. We achieved good attendance of looked after children in primary school (97.5% attendance), and ensured that 100% of personal educational plans (PEPS) were completed on time.

2009-10 demonstrated that Denbighshire has a high performing Children and Family Service, particularly in terms of performance against National Strategic Performance Indicators. In 2009-10: 100% of children had a care plan in place when they entered care; 100% of children had a plan for permanency within four months of becoming looked after (this is the time of their second review); and only 6% of looked after children moved school (for reasons other than a transitional move). This performance is against a backdrop of increases in the number of children who are the subject of care proceedings through the courts; the looked after population; and the number of children on the child protection register. Even with these increases, we ensured that 100% of children on the child protection register, and 100% of looked after children, had an allocated social worker.

Feedback from service users and carers is generally very positive, and we have received positive inspection reports about our fostering services. As with Adult Services, feedback from the social services staff communication survey showed that staff within Children and Family Services are, in general, positive about communication.

Although the service is performing well, there are some areas which require improvement in order to ensure that we are taking prompt and effective action to manage the changing pattern of demand, rising expectations and complexity of work. Most people receive a timely and good quality assessment of their needs, but we recognise that further work is needed on initial and core assessments. In 2009-10, we received almost 2800 referrals and undertook over 40% more initial assessments than in 2008/09. In spite of this high number, we have improved our performance in some areas; for example, the number of decisions made within one working day stands at 95%. This increased volume of work, however, has meant that we have not been able to sustain, in every respect, the excellent performance across the board that we attained in 2008-09. For example, while we have maintained and increased the level of initial assessments undertaken, we have struggled to complete sufficient timely core assessments.

A comprehensive programme has been set up to adapt and re-engineer how we respond to the volume and complexity of our work, and how we develop improved ways of streamlining processes and workflows to provide resilient services. As with Adult Services, we need to improve the way we work so that there is more time spent with people rather than entering

data on our systems. Perhaps the biggest challenge for the service will be to maintain good performance whilst making essential changes to deal with increased work volume and complexity.

Housing

During 2009-10, Housing Services faced challenges in the delivery of affordable housing in the current economic climate. The prevention of homelessness remained high on our priorities last year, and significant improvement has been made in this area, helped by the successful discharge of the homelessness duty into the private sector. In terms of housing allocations, our targets for void times were met despite the number of vacancies increasing. Another significant achievement during 2009-10 was to upgrade all sheltered housing accommodation to receive Telecare equipment. We remain on target to achieve the Welsh Housing Quality Standards (WHQS) by 2012 and, following a tendering process, a new series of framework contracts is in place. The Wales Audit Office also recently concluded that *“the Council has arrangements in place to ensure that the delivery of the WHQS in Denbighshire is being effectively planned, managed and co-ordinated in a way likely to meet the standard for most Council managed homes by the end of 2012”*. Finally, good performance was maintained in terms of rent arrears for current and former tenants, which continued to reduce steadily last year.

Although general performance across the range of services was good in 2009-10, some concerns remain which we aim to address during 2010/11. For example, although significantly reduced last year, more work is required to tackle the backlog of housing repairs. We expect that this will be addressed by completing the transfer of Building Services staff to Housing Services and by implementing a new repairs module of the Capita Housing IT system during 2010/11. Other areas identified for improvement are homelessness, which is overspending on budget and where future demand is volatile; and allocations where demand continues to exceed supply. A major challenge for the service during 2010/11 will be to develop and implement the Strategic Regeneration Area Housing Master-Plan proposals.

Revenue and Benefits

2009-10 has been another very successful year for the Revenues and Benefits Department with this success being recognised nationally during the year by being shortlisted for the Benefits Team of the Year award by the Institute of Revenues, Rating and Valuation. The Department's Charter Mark was also reviewed and the Department achieved this quality status for a third time, and remains the only Revenues and Benefits Department in Wales to achieve this recognition of customer service. Performance has continued to improve and the Service is now recognised as an established upper quartile performer in Wales. This has been achieved against a background of the recession which has, due to the nature of the service, resulted in increasing workloads on the Department.

Leisure, Libraries and Youth Services

In Leisure, good progress was made last year against all the recommendations in the Wales Audit Office Follow-up Review of Leisure Services, although the development of a Leisure Strategy remains outstanding, and this will be completed in 2010-11. Denbighshire now operates on the lowest subsidy across Wales, having made 5% efficiencies in each of the past two years. Staff management initiatives to improve the appraisal process, introduce monthly 1-1s, and hold regular communication events have led to improved performance, and the

service was recently invited by APSE to deliver a Transforming Services workshop at their June 2010 seminar.

The Dragon Sport provision to primary schools has been identified by Sport Wales as the most successful and top performing in North Wales in terms of pupil participation (10,973) and the number of community clubs set up. The 5 x 60 secondary school provision was the top performing in Wales for 2008-09 (18,000 participations), with further increases in 2009-10.

The new business plan for Youth Services was well received by the Lifelong Learning Scrutiny Committee during 2009-10. A full-time Denbigh Youth Worker post has been deemed to be successful and will be rolled out to the other localities as part of the restructure of the service. A Volunteer Strategy has been developed with DVSC, which aims to increase activity. A re-structure of Youth Services, more robust business plan monitoring, and the Service Head (appointed in late 2009) will ensure improvements in management, organisation and service delivery are delivered.

The main focus for the Library Service throughout 2009-10 was the undertaking of the Library Service Review which concluded that the service is "well run, effective and efficient. This is not a failing service or one that needs to address issues of performance or a lack of innovation". The central focus of the Review, however, was to reduce the Library Service's revenue which was implemented through a management restructure and a reduction in library opening hours of 11.7%.

The Summer Reading Challenge, delivered by the Library Service, was a huge success with 3,622 children participating (more than any other Authority in Wales). The Archives and Record Management Team maintained a good service despite running at 50% staffing at certain times of the year. The Schools Library Service Review of the three authority partnership delivered a 30% budget reduction in 2009-10. Training for library staff has been identified as an issue by the Assembly's annual assessment, as spending on staff training is amongst the lowest in Wales.

Modernising Education

Our self assessment for the Estyn inspection was a fair indication of where the service was at the end of 2009-10, i.e. good features outweigh shortcomings, and we have some good prospects for improvement, but barriers do exist in areas. Since the inspection, those barriers are beginning to be removed. The closure of Ysgol Llantysilio was an extremely difficult decision to make, but the council was praised about the way the process was carried out. The council has also progressed to formal consultation on school organisation proposals in Prestatyn. Securing £3m of Assembly funding was another significant achievement in the current economic climate, although there was a significant shortfall between the grant and the amount that we bid for.

Assisting schools to outsource ICT was an achievement during 2009-10, but this will need to be monitored closely to ensure the benefits are realised. Staff did an excellent job of centralising school admissions during 2009-10, which will ensure a fair and consistent process and prevent the authority from being open to challenge.

A recent restructure of the service has released capacity to align resources to areas of need in terms of support services, as determined by the recent Estyn inspection and feedback from Headteachers. During the next 12 months we will assess the priority areas and, in consultation with Headteachers, we will procure the most efficient and effective support

services for our schools. With the redirection of resource following the restructure, further improvements in the support service area are anticipated, but progress on Modernising Education will depend on capacity, funding and political will.

School Improvement and Inclusion

A lot of work in 2009-10 went into the current review of the School Improvement and Inclusion Service, and the subsequent proposed restructure follows advice from joint-working with the WLGA. The draft proposal has now been circulated for consultation and it is intended that implementation will begin in September 2010. The key achievements in relation to performance relate to the improvement and maintenance of the Key Stage 1, Key Stage 2 and Key Stage 3 teacher assessment indicators, and the improvement in performance for the primary school attendance indicator (Denbighshire was the 2nd best authority in Wales for primary attendance). The Service successfully achieved the desired performance levels for both elements of Denbighshire's Improvement Agreement with the Assembly Government, which related to Educational Attainment and increasing the participation of 14-19 year olds in education and training.

Whilst upward performance trends are clear and progress has been made, the School Effectiveness Core Team Officers will continue to robustly monitor the impact of improvement strategies in order to ensure that progress continues to be made. In the event of the identification of any slippage, there will be immediate and robust intervention. In addition the focus on key priorities such as pupil attendance, reduction in the number of fixed term and permanent exclusions, and the attainment agenda will continue. With a continuation of a consistent and rigorous process of monitoring and tracking individual pupil performance, outcomes will continue to improve.

Environmental Services

We are now the top performing authority in Wales for municipal waste that is reused or recycled, with a rate of 51% in 2009-10 compared to 31.7% in 2008/09. The percentage of municipal waste sent to landfill in 2009-10 was successfully reduced to 47.4% from 64% in 2008/09. These are significant successes and confirm that we made the right choices with our approach to waste management. The Council would face substantial fines for non-compliance with statutory duties under the Assembly's Landfill Allowance Scheme. Actions undertaken included increasing dry recycling and commencing food waste recycling, which was a major step change in our performance.

The North Wales Residual Waste Treatment Project is a joint procurement project being undertaken by five North Wales Local Authorities, including Denbighshire. The project is currently on schedule with the procurement phase likely to commence officially in July 2010. Significant progress has also been made with the Joint Food Waste Treatment Project, which will procure food waste treatment capacity for Denbighshire, Conwy, and Flintshire County Council's and assist in minimising the amount of waste sent to landfill.

The School Catering Service has been completely turned round during 2009-10, although we still face difficulties as healthy eating and nutritionally balanced meals are less attractive to pupils. In 2008/09 we suffered a loss of £86,000, which for 2009-10 was reduced to £33,000 despite a number of school closures during the unusually bad winter. A schedule for refurbishment of school kitchens and equipment was also developed following a Kitchen Equipment Survey and a bid to Cabinet for additional funding to upgrade certain schools.

The high level of performance achieved by the Service was recognised nationally, with Denbighshire winning the 2009 APSE Performance Award for Street Lighting. Denbighshire was also runner-up for Most Improved Refuse Collection Team, and a finalist for the Best Performer in Education Catering category. Performance across the entire service is generally good, with the majority of performance indicators moving in the right direction. As such, much of the work will be planned to ensure that progress is maintained. However, there are a few areas where more work needs to be done; for example, bringing public realm services 'closer to the community', and undertaking 'systems thinking' type analyses of some of our front line service areas. This will hopefully result in fewer Customer Relationship Management (CRM) enquiries in service areas such as refuse collection. Following APSE consultation, responsibility for building maintenance will transfer from Environmental Services to Housing Services, and it is anticipated that this will improve response times for council house maintenance works.

Highways and Infrastructure

The Service performed well in 2009-10, particularly in terms of the successful delivery of winter maintenance throughout the most severe winter for 30 years. However, the weather did have an impact in terms of a £326,863 overspend in the winter maintenance element of the budget for 2009-10. The achievements of the Service were recognised with three national awards from the Chartered Institute of Logistics & Transport (CILT), including the award for passenger transport. Other notable achievements include work with the Mid Wales Trunk Road Agency to deliver reliable trunk roads as part of an integrated transport system, and development of the flood alleviation and coastal defence work. The service also developed and implemented the highways capital programme methodology and has delivered a significant capital programme during 2009-10.

During 2009-10, Denbighshire and Conwy purchased a shared 'Jetpatcher' which will provide a more effective and efficient method of repairing pot-holes in the two counties. The service has addressed the previous imbalance of agency staff, which gives a more competitive cost base for our services. It has also introduced e-Procurement, which has modernised the tendering system; squeezed-out additional costs; improved suppliers' transparency; and reduced tendering time and effort.

The main performance indicators for the Service relate to the condition of roads and, following the worst winter for 30 years, we were unable to reach our targets in 2009-10. We now need to review targets for future years in order to be realistic about what can be achieved. The main focus for the Service during the period up to spring 2012 is on further integration with Conwy County Borough Council. Further work on the development of the network is needed to ensure robust condition data from the Scanner survey. Other identified areas for improvement include the future implementation of hand held technology into highways maintenance to improve efficiency and effectiveness, and the development of more robust asset management.

Planning and Public Protection

One of the highlights of our work during 2009-10 was our ability to bring 188 empty homes back into use through the implementation of our Empty Homes Strategy. In addition to this, we also spent £1.8 million to renovate 102 properties in the Renewal Areas within Denbigh and Ruthin.

We aimed to become tougher on enforcement and, in 2009-10, a total of 27 individuals were prosecuted, which collectively related to 67 separate offences. One prosecution resulted in two of the accused each being sentenced to two and a half years imprisonment. There was a 67% increase in the number of fixed penalty notices issued for environmental crime compared to the previous year, and a 45% increase in the number of fixed penalty notices related to dog fouling.

Conwy and Denbighshire's joint licensing team administered the 'Best Bar None' scheme, to promote and encourage responsible management of licensed premises. Best Bar None is backed by the Home Office and the British Institute of Innkeepers.

Electronic submissions of planning applications, via the Government's Planning Portal, also increased during 2009/10. Denbighshire was joint third in Wales to introduce the 1APP electronic application form. The new form will facilitate online planning applications and the process will make it less confusing for applicants and professionals alike.

Although the Service is performing well, it has a challenging time ahead and will have to maximise the benefits of collaboration to achieve efficiencies. The main challenge will be to maintain current standards of performance with a reduced workforce. We recognise the need to improve the speed of collaboration (particularly with Conwy County Borough Council) in order to improve efficiency and the quality of service delivery.

The provision of affordable housing remains a priority during 2010/11, and we aim to improve the speed of processing 106 agreements and revise the current Supplementary Planning Guidance on Affordable Housing to maximise the contribution of private residential developers. Further work is also required to improve the conditions of private sector dwellings. This will be done by moving forward with West Rhyl Master Plan, and maximise Strategic Regeneration Area funding in Rhyl. We aim to become tougher on enforcement to achieve higher compliance with legislation by businesses, and a reduction in criminal damage; violent crime; and the fear of crime. The Council will also seek approval from the Welsh Assembly Government to amend the delivery time-scale for the Local Development Plan (LDP).

Regeneration and Tourism

The service successfully delivered its business plan for 2009-10, although efforts were partially hindered by the failure to appoint a Head of Service. The service has built upon its strength in seeking opportunities to add to its limited resources to deliver projects which address Council strategies, although a more concentrated effort is still required to ensure that all activities reflect Council priorities.

There have been a significant number of achievements within Regeneration and Tourism during 2009-10, including the delivery of five Rural Development Plan projects; site and building improvement at major arts facilities; successful European Union Convergence and INTERREG projects; the North Wales Coast Strategic Regeneration Area project; success with the Little Tern nesting area (2009 was the best ever season to date); the prestigious Green Flag Award being achieved by Loggerheads Country Park; the Sustainable Tourism Charter being granted to the Clwydian Range Area of Outstanding Natural Beauty by Europarc; and increased visitor figures being achieved within heritage services and at cultural facilities such as Rhyl Pavilion and the Ruthin Craft Centre.

Workforce planning is recognised as an area for improvement within the service, and will be undertaken as the new restructure for the service is implemented. There will be a need to consider reducing the assets portfolio for the service in future, and consideration must be given to the over reliance upon external grants. Following a restructure to reflect Council priorities; address the financial challenges which lie ahead; and adopt a prioritization process to identify activity that will make the greatest contribution to tackling the underlying causes of deprivation in the worst affected wards in the county, the service is likely to improve further.

Resources and Support Services

Business Planning and Performance

The creation of the Business Planning & Performance Service in December 2009 came as a response to the Council's review of its governance and support service structures. The new Service brought together the Corporate Improvement Team (previously known as Strategic Policy Unit), the Programme and Project Team (previously known as Corporate Project Management Team) and the new Partnerships & Communities Team under a single management lead at the corporate centre of the Council.

Good progress was made during 2009-10 in respect of developing the corporate performance framework within Ffynnon; introducing a new system of Service Performance Reviews; and supporting the delivery of major corporate projects. However, it is recognised that further work needs to be done to improve links between financial and business planning; align business planning processes with our collaborative partners (particularly Conwy); develop the Programme Office to support the development of projects at an early stage (to improve benefits realisation); and structure our community engagement activities more effectively.

Finance and Assets

The two services of Finance and Property (which have recently been brought together as part of our Senior Management restructure) are very different and at different stages of development. Finance is performing well and its performance is improving, with evidence such as the Excellence Wales case study on our 'Management of Capital Investment' demonstrating this. The Wales Audit Office Annual Letter, received in January 2010, highlighted the positive conclusions of the Appointed Auditor on the Council's accounts, and it was stated that "*The Council has complied with financial and performance improvement reporting requirements, and...is making the necessary changes to strengthen its arrangements for securing value for money from its use of resources*". Property has more of a challenge ahead and, in particular, improvement is required in terms of carbon management. Although the recent review/restructure has begun to improve the service, it still has some way to go. With the recruitment of a new principal property manager, the performance of Property Services should continue to improve. Finance will go through its own review at the end of 2010 which will undoubtedly mean changes to what we do and should bring further improvements.

Strategic Human Resources

2009-10 has been a challenging year for HR, with a significant workload required to gain agreement for Single Status, whilst at the same time supporting the Council to achieve its objectives. The work relating to Single Status continues to enable smooth implementation by the Payroll Team and the defence of Equal Value claims. This, in addition to improved management of sickness absence; a re-structuring of the service; a review of the appraisal process; and voluntary redundancies, has stretched resources to the maximum, leaving very little room for proactive work from the HR team. However, with the implementation of the Business Partner Model following the HR Review, Strategic HR will be in a better position to support the Councils' services in the future.

The implementation of the HR system (Trent) is nearing completion, with all modules except for Web Recruitment now being implemented. The MASS agency project, which is

collaborative project between Denbighshire, Wrexham and Flintshire in the management of agency staff through MATRIX, was extremely successful and continues to deliver the savings projected. The purpose of the project was to coordinate the procurement of agency workers across the three authorities, which resulted in cheaper rates being negotiated. The project delivered £228,000 in savings for Denbighshire during 2009-10.

One of the main areas of focus last year was on absence management, and a significant achievement during 2009-10 was responsibility for absence management being devolved to managers. We undertook some in-depth analysis of our absence information to identify the highest 10% hot spots, and we are now working with these managers to manage the attendance issues. As a result of this concerted effort, sickness absence reduced by around 1.5 days per full-time employee in 2009-10, and continues to reduce during 2010/11.

The Health & Safety Department continues to operate well in a difficult environment. A significant amount of negotiation work to prevent further enforcement action has been undertaken between the Health & Safety Department and our enforcing authorities, the Health and Safety Executive and the Fire and Rescue Services. The main areas which have been addressed over the past twelve months include Manual Handling, Legionella, Asbestos, Waste and Re-cycling, Health Surveillance, Fire Risk Assessment and Health & Safety Training. The amount of reactive work (unplanned and unexpected) is still increasing, and reflects the improvement in manager's knowledge of health and safety issues.

In terms of training, the main focus has been on delivering Leadership and Management training through development of the Oakridge Programme for middle managers. A review of Oakridge Leadership Programme indicates a 100% satisfaction level from managers, with 66% identifying that the programme would help them manage their staff through the current period of change. A considerable amount of work has been undertaken in ensuring that training data is available for the Trent HR system with the Training and Development Module becoming available across the authority. E-learning continues to be made available for staff equalities training, and considerable work has been undertaken in ensuring that completion is evidenced and available in the HR system data base.

Workforce Planning has been identified as an area for improvement within our 2009-10 corporate self-assessment, and it was also identified as an issue by the Wales Audit Office preliminary Corporate Assessment in July 2010. The new HR structure, following implementation of the HR Review, will provide the framework for producing a Corporate Workforce Plan in 2010/11.

Corporate Governance

The high standard of Legal Services during 2009-10 was recognised with the re-accreditation of the Law Society's LEXCEL practice quality kite mark in May 2010. Democratic Services and administrative support (for committees, Elected Members and other services) were delivered to a satisfactory standard during 2009-10, despite a challenging environment of reduced staff in certain areas, and both the WAO and Estyn commented positively on the contribution of the Scrutiny Committees to education and corporate governance arrangements in 2009. The service also played a significant role in gaining Charter Status from the WLGA for Member Support and Development in November 2009.

Reviews of both Legal and Democratic Services are currently taking place, and are both expected to be completed by October 2010. Revised structures will have to take account of

additional legal work expected from increased collaboration with other authorities and the review of the Council's asset portfolio, as well as the impact of new work for Democratic Services in relation to the Local Government Measure. A review of translation, or of how translation work is financed, is required as the Council's corporate budget for translation (which is held by the service) is regularly over-spent by approximately £100,000 per annum.

Customer Services

This is a new Service which was created in December 2009 with the appointment of a new Head of Service. It brought together ICT and Customer Care (which had been together previously for a short time) and Corporate Communications (which had previously been part of the Lifelong Learning Directorate).

The Service delivered a number of significant projects during a time of transition in 2009-10. Customer Care implemented a new Corporate Feedback Policy, which allows the Council to track customer contact around complaints, comments and compliments on a corporate basis. An IT system has been introduced to support this new policy, and complaints officers have been identified, and trained, within each service. Positive feedback has also been received from Councillors regarding the new Feedback to Councillors system. Customer Care and Corporate Communications supported the work required in response to our challenging Wales Audit Office Corporate Governance Report.

Within ICT, a major achievement in 2009-10 was being the 1st Authority in Wales to achieve the Government Connect Secure Extranet (GCSX) V4.1 accreditation, which is essential to maintain our connection to the Department for Work and Pensions and enables us to process benefit claims (e.g. Council Tax, Housing Benefit, etc). The loss of this connection would reduce our effectiveness in benefits processing, which could lead to millions of pounds worth of fines for not meeting targets in benefits processing. During 2009-10, ICT produced a Green IT Strategy, and also produced guidance for adults working with children on security in the use of ICT in schools. All of Denbighshire's schools, and some corporate sites, were migrated onto the Public Sector Broadband Aggregation Network, which increases our capacity for collaboration whilst reducing costs in network provision. ICT also managed and facilitated the tender for the provision of schools ICT support and, as a result, schools chose to stay with Council ICT provision.

Areas which have been identified for further development within Customer Services include a new Content Management System for the Corporate Website; improving communications with Elected Members; better management of ICT for Elected Members to ensure value for money; improving support to allow for council employees to work remotely; continuing to implement our Corporate Branding Initiative; and developing a corporate approach to information management, partly in response to the Wales Audit Office report on information security.

Cross-Cutting Issues

Resources

From a financial perspective, the Council has robust processes in place, and the WAO Annual Letter in January 2010, concludes that *“the Council is making the necessary changes to strengthen its arrangements for securing value for money from its use of resources”*. We acknowledge that there is a need to improve the link between financial and business planning in order to ensure that our financial resources are used most effectively to deliver our corporate priorities and service delivery outcomes. As a step towards this, our Service Performance Reviews of 2009-10 considered both financial and business performance as part of a comprehensive assessment of each service. The current financial environment presents a significant challenge to the Council, and we are developing a corporate efficiency programme to ensure that a strategic approach is taken to the savings we inevitably have to find during the next few years.

From a human resources perspective, work to develop a corporate workforce plan during 2011-12 will help to ensure that we have the correct people in the correct positions to enable the council to deliver services effectively. It will also help to increase the flexibility of the workforce, to enable resources to be re-deployed more easily to changing circumstances. The council undertook some specific work during last year to reduce sickness absence, resulting in a reduction in the average number of days per full time employee of 1.5 days to 10.9 days in 2009-10. Overall, 88% of eligible staff received a performance appraisal during 2009-10, which fell short of our target of 100%, partly due to the senior management re-structure resulting in several teams moving section or directorate during the year.

Managing Risks

The Council has a Risk and Opportunity Management Strategy and maintains a Corporate Risk Register that holds the key strategic risks facing the Council, together with the high risks identified in Service Risk Registers. We are improving the risk management process to ensure that we identify risks more specifically, risk scores are robust and that services integrate risk management into business planning and performance management. For example, risk management will be part of the Service Performance Reviews carried out twice a year and we will be developing risk registers at a more operational level to feed into departmental risk registers. This means that the Council will identify its risks from a top-down (strategic) and bottom-up (operational) approach. We hope that, in this way, risk management will help to contribute to future improvements in service delivery.

External Audits and Regulatory Work

Good progress was made during 2009-10 in responding to external regulatory reviews (such as the WAO review of Land & Buildings Management; the WAO report on the Safe Use of the Internet in Schools; the WAO Leisure Services Follow-Up Review; and Estyn report on quality of Denbighshire in March 2009), and this progress is reported quarterly to our Corporate Governance Committee. However, it is acknowledged that progress has been slow in terms of responding to the issues raised in the WAO report on Information Security in November 2008. These issues will now be addressed as part of our wider objective to develop a corporate approach to information management.

The WAO Preliminary Corporate Assessment of Denbighshire County Council, issued in July 2010, but based on fieldwork undertaken in the later part of 2009-10, concluded that *“Good leadership is driving change, making Denbighshire County Council well placed to deliver better outcomes despite current weaknesses in some arrangements”*. The report also identified three areas where the WAO propose that we consider taking action:

- *“The Council should further develop and implement its plans to streamline decision making and scrutiny to ensure that roles are clear and time is given to the matters that are considered most important”*.
 - ⇒ This work is already underway as part of the Democratic Services Review, which will be concluded by late autumn 2010, with implementation expected by April 2011.
- *“The success criteria for achieving the ambition to be a high performing council closer to the community should be more clearly expressed so that levels of progress can be assessed”*.
 - ⇒ We are currently planning to undertake a review of our corporate priorities to ensure that they are more clearly expressed, and, as part of this work, we will also clarify the criteria we will use to assess our progress.
- *“The Council leadership should improve the way in which it assesses its value for money and how this is communicated, so that elected members and officers have an improved understanding of the progress made in improving efficiency”*.
 - ⇒ The council has recently participated in the WLGA Financial Peer Review process and have developed our own Service Budget Challenge and have embarked on a programme of financial savings which can be delivered without detriment to frontline service delivery.

The latest Annual Letter, issued by the Wales Audit Office in January 2010, contains no recommendations for improvement, and concluded that:

- *“The Council has complied with financial and performance improvement reporting requirements and I am satisfied overall that the Council is making the necessary changes to strengthen its arrangements for securing value for money from its use of resources”*; and
- *“Reviews of services and corporate arrangements indicate that children and young people are now being better served and that a good start has been made to improving the running of the Council”*.

Internal Audits and Regulatory Work

During 2009-10, the Internal Audit service carried out a wide variety of work, including Treasury Management; Rhyl High School; Sickness Absence; Home-working; Cefndy Healthcare; Travel & Subsistence and the School Meals Service. The Internal Audit service works with managers to improve their services and, during last year, we raised significant issues in our reports on sickness absence, school meals and travel & subsistence that are leading to, or will lead to, improved Council services, processes and procedures.

Partnerships and Collaboration: The National Agenda

Since the publication of *Making the Connections* (2004), the Welsh Assembly Government has developed, with increasing commitment, an agenda of partnership and collaboration. We are fully committed and engaged with this agenda; believing it to yield significant benefits to the peoples of Denbighshire. Denbighshire's Chief Executive, Dr Mohammed Mehmet, chairs the National Procurement Board and represents Denbighshire in the National Efficiency and Innovation Programme Board and Front Line Resource Review Working Group which brings together Local Authorities and Schools at an all Wales level. Our major partnership and collaborative work is summarised below.

At the same time the Assembly Government developed an approach to working with Local Authorities to deliver shared aspirations and outcomes. All Authorities developed Improvement Agreements for 2008-10 with the Assembly Government, and we built on the success during 2008-09 to successfully deliver our Improvement Agreement during 2009-10. We are currently awaiting confirmation from the Assembly that they concur with our self-assessment that six of the eight elements within the Improvement Agreement were fully successful, with the other two being partly successful. Our full self-assessment is available on our website <http://www.denbighshire.gov.uk/en-gb/DNAP-7UWEMU>

For 2010-13, the Assembly Government has further developed its approach to shared outcomes, and has launched an Outcome Agreements system which places much greater emphasis on partnership and collaboration at the regional and local level. At the time of writing this report, Outcome Agreements are being negotiated between the Assembly Government and Denbighshire County Council and are expected to be formally agreed in December 2010.

Partnerships and Collaboration: The Regional Agenda

One of the ways in which we are seeking to lead the way in the partnership and collaboration agenda is through the Regional Partnership which includes senior representatives from each Council in North Wales. In 2009-10 the partnership has developed key collaborative programmes designed to ensure that councils work together to increase the quality and efficiency of services, save costs and reduce waste and duplication. Denbighshire is represented at the Regional Partnership Board by the Leader, Councillor Hugh Evans, and the Chief Executive, Dr Mohammed Mehmet, who leads the Education Programme, investigating collaborative opportunities for delivering Education across North Wales. Our senior officers also contribute to the programmes on Social Services, Corporate Support Services and Environment.

Collaboration with Conwy County Borough Council

One of the most significant developments in our collaboration agenda has been our increasing ties with the neighbouring authority of Conwy County Borough Council. Joint working in the Highways and Infrastructure and Planning and Public Protection Services has been of particular significance in 2009-10. A Joint Head of Service runs the Highways and Infrastructure Services of both Denbighshire and Conwy, and during 2009-10 we have developed joint contracts arrangements, a joint approved contractors database, and are developing joint working in street works, street lighting and harbour and maritime projects.

The Street Works teams in both Authorities are relatively small, with four full-time officers in Denbighshire and four full-time and one part time officer in Conwy. An integrated staffing structure is yet to be determined as the collaborative work in 2009-10 focused on:

- Developing the Symology system, a software package which has been introduced in Denbighshire and provides the 'platform' to enable one Street Works team to operate effectively across Conwy and Denbighshire; and
- Establishing a joint utilities meeting between the utility companies and the two councils. This is enabling better coordination of activities and therefore less disruption to the road user and less duplication of utility-related street works.

Historically Conwy and Denbighshire have provided the Street Lighting service independently, working to different specifications, policies and working practices. Collaborative working will offer cost savings to both Authorities by increasing purchasing power, sharing resources (labour and equipment), and standardising policies and specifications. We have already made savings in 2009-10 of £50,000 through adjustments in the staffing structure. We have also developed more efficient working practices via a tri-partite agreement between the two Authorities, Scottish Power and AREVA Contractors. This is resulting in fewer site visits by Local Authority staff and contractors when transferring power supplies from old to new installations. This is expected to generate savings of £18,500 per annum for Denbighshire and £5,000 per annum in Conwy. Work is underway to look at the possibility of savings in both authorities from a revised approach to energy procurement.

The Harbour and Maritime Project has also been progressed during 2009-10. Both Councils now co-operate across a range of functions including:

- A fully-integrated common registration scheme for powercraft launchers;
- Joint marketing of marine facilities;
- The inclusion, by Denbighshire, of Kinmel Bay in our beach safety patrol organisation;
- The loan, by Conwy, of their marine patrol personal watercraft (jet ski) to Denbighshire during the school summer holiday period; and
- Joint discussion and maritime advice relating to the Foryd Harbour Development.

Denbighshire and Conwy are also involved in collaboration in Planning and Public Protection. We have a joint Community Safety Manager, and have merged the two Community Safety Teams into a single Denbighshire County Council / Conwy County Borough Council Team, based at the Police Head Quarters in St Asaph. We also have a single joint Steering Group with Senior Officers and Elected Members from both Authorities and other Community Safety partners, including the Police and Fire and Rescue Services.

A joint Licensing Manager has been appointed to work across both Authorities. Although there still remains a Denbighshire Licensing Office (Rhyl) and a Conwy Licensing Office (Colwyn Bay), there is significant joint-working between the two teams. This includes a single IT software provider, and officers working across border on enforcement matters and specific projects.

Finally a joint Food Safety/Hygiene Manager is also employed to work across both authorities. This has facilitated good practice in both Authorities, who have achieved 100% High Risk Inspections for food premises.

Local Service Board and Strategic Partnerships

The Leader, Cllr Hugh Evans, is Chair of Denbighshire's Local Service Board (LSB). The LSB is an Executive Board with members from North Wales Police, the Local Health Board, Llandrillo College, North Wales Fire Service and Denbighshire Voluntary Services Council. It is responsible for developing Denbighshire's Community Strategy, and for agreeing county wide priorities which partners can work together to address and which are contained within a Local Delivery Agreement.

Our current local Delivery Agreement is made up of five key programmes:

- Reducing Deprivation in West and South West Rhyl;
- Integrating Health and Social Care;
- Making Better Use of Denbighshire's Assets;
- Engaging with Denbighshire's Communities; and
- Providing the Right Skills for Denbighshire's Existing and Future Workforce.

Strategic Partnerships in Health Social Care and Wellbeing, Children and Young People and Community Safety have produced separate reports for 2009-10. Key achievements are described in our Outward looking Improvement Theme section on page 11 above. As part of the revision of the partnership plans and support structures, it has been decided by the LSB that the Community Strategy, Children and Young People's Partnership Plan, the Health Social Care and Well Being Plan and the Community Safety Plan will be integrated into a single partnership plan for the county. This will be done using the Results Based Accountability method to ensure that organisations are addressing community needs and consider them at local levels.

Corporate Approach to Engagement

There are three main mechanisms which we use to engage with our communities and residents, these are:

1. Corporate Communications via press releases, County Voice, Website, etc.;
2. Consultation and Engagement via specific events, user groups, stakeholder events, surveys etc.; and
3. Customer Care which provides several mechanisms for raising an issue, making an enquiry, making a complaint or giving a compliment.

We have reduced the number of avenues into our corporate website, and the number of independent websites developed by Council departments, to enable better monitoring of the use of the website and quality control of the content. We monitor the use of our website to identify the most popular subjects and the number of hits each month, as well as user satisfaction through the use of SOCITM surveys.

A new system has been put in place through the Customer Relationship Management system to manage enquiries from Councillors to ensure that all requests for service and information are followed up and actioned by Officers. It also enables the type of enquiry and the response time to be monitored.

Major Engagement Events

Denbighshire's Local Service Board held a conference in June 2009 to promote the work of the Local Service Board and to get a wider partnership involvement in its delivery. The event was attended by over 100 local and national organisations, in addition to County and Town and Community Councils.

Through the Local Service Board, a work stream focussing on a coordinated collaborative approach to engaging with our communities has been developed resulting in twice yearly Community Forums held in each of the six areas, with a multi-agency panel on hand to answer any issues raised by members of the public. The Community Forums have enabled local residents in each of the six areas to raise a range of issues, including those relating to the Local Development Plan (LDP); local hospitals; GP surgeries; and community safety. They have also enabled information to be given on local developments, regeneration and maintenance works.

Two workshops were held to develop Denbighshire's Community Strategy in October and November 2009. A range of stakeholders attended the events to outline the key issues for local communities which they felt needed to be addressed over the next 15 years.

A major consultation was held on the Deposit LDP in 68 locations across Denbighshire during October and November 2009, as well as representatives attending the Community Forums during October 2009.

Two rounds of Town and Community Council liaison meetings were held during 2009-10 to provide up to date information on Council developments and proposed changes to services and policy across the County.

A series of briefings by the Chief Executive and the Leader with individual Town and Community Councils also took place during 2009-10, to discuss local issues and proposed efficiency savings.

National Strategic Indicators

Code	Description	2009-10 Target	2009-10 Outturn	Trend
BNF/004	Time taken to process Housing Benefit and Council Tax Benefit new claims and change events	12	6.91	↑
BNF/005	The number of changes of circumstances which affect customers entitlement to Housing Benefit or Council Tax Benefit within the year	845	1557	↑
HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	200	147	↑
HHA/014a	The number of homeless families with children who have used Bed and Breakfast accommodation during the year, except in emergencies	0.00	0.00	↔
HHA/014b	The average number of days all homeless families with children spent in Bed and Breakfast accommodation	4.00	0.00	↔
PPN/001i	The % of high risk businesses that were liable to a programmed inspection that were inspected for Trading Standards	100	100	↔
PPN/001ii	The % of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	100	100	↑
PPN/001iii	The % of high risk businesses that were liable to a programmed inspection that were inspected for Animal Health	100	100	↑
PPN/001iv	The % of high risk businesses that were liable to a programmed inspection that were inspected for Health & Safety	100	100	↑
SCA/001	The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	1.50	1.21	↓
SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	87	105.6	↑
SCA/002b	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	27	26.09	↓
SCC/001a	The % of first placements of looked after children during the year that began with a care plan in place	95	100	↑
SCC/001b	For those children looked after whose second review (due at 4 months) was due in the year, the % with a plan for permanence at the due date	100	100	↔
SCC/002	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	15	6.00	↑
WMT/001i	The % of municipal waste reused and/or recycled	25	32.03	↑

Code	Description	2009-10 Target	2009-10 Outturn	Trend
WMT/001ii	The % of municipal waste composted or treated biologically in another way	15	18.98	↑
WMT/002	The % of bio-degradable municipal waste sent to landfill	57.5	42.57	↑
EDU/003	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	75.2	76.81	↓
EDU/004	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	59.4	59.78	↑
EDU/002i	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	2.00	0.87	↑
EDU/002ii	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	2.00	0.00	↔
EDU/006i	The % 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	18.9	20.00	↓
EDU/006ii	The % 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	16.9	18.01	↑
EDU/011	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority	340	395.94	↑
EDU/016a	The % of pupil attendance in primary schools	94.5	94.38	↑
EDU/016b	The % of pupil attendance in secondary schools	91.5	91.05	↓
EEF/002a	The % reduction in carbon dioxide emissions in the non domestic public building stock	2.00	7.71	↑
EEF/002bi	The % reduction in energy use in the housing stock	-	-	-
EEF/002bii	The % reduction in carbon dioxide emissions in the housing stock	-	-	-
SPP/001i	The average number of units of housing related support, per 1,000 head of population, for Floating support	5.90	5.85	↓
SPP/001ii	The average number of units of housing related support, per 1,000 head of population, for Direct access	0.20	0.17	↓
SPP/001iii	The average number of units of housing related support, per 1,000 head of population, for Temporary accommodation	1.00	1.05	↑

Code	Description	2009-10 Target	2009-10 Outturn	Trend
SPP/001iv	The average number of units of housing related support, per 1,000 head of population, for Permanent accommodation	0.80	0.80	↓
SPP/001v	The average number of units of housing related support, per 1,000 head of population, for Sheltered accommodation for older people	13.3	14.11	↑
SPP/001vi	The average number of units of housing related support, per 1,000 head of population, for Community alarm services	14.9	15.25	↓
THS/010a	The % of Principal (A) roads that are in overall poor condition	5.00	5.66	↓
THS/010b	The % of Non-principal/classified roads that are in overall poor condition	11.0	13.69	↓

Last year, we made significant progress towards our aim of becoming a “high performing Council, close to the community”. We now perform in the top half of Local Authorities in Wales for 70% of our key performance indicators, and aim to reach 100% in 2012. We also made good progress in delivering our four priorities of: adapting to demographic change; regenerating our communities; modernising education; and improving roads and flood defences.

Priority Theme: Adapting to Demographic Change

In 2009-10, we:

- Launched our Telecare service and increased the number of older people supported to live in the community.
- Developed the Hafan Lles facility in Prestatyn which brings together Social Workers, Community Occupational Therapists, District Nurses, Housing Wardens, Community Pharmacists and voluntary sector providers, under one roof.
- Developed our first ‘pub is the hub’ initiative at the Eagles Hotel in Corwen which will provide a range of community facilities and an allotment.
- We supported more people with learning disabilities to live in the community, and continue to arrange and provide work experience placement for people with learning disabilities too.
- Unfortunately, severe weather conditions and planning consent issues lead to the delay of our Prestatyn and Ruthin Extracare Housing schemes. Our plan to develop ‘Intensely Supported Independent Living’ units has also been delayed by the restructure of the Health Service. We now have plans in place to develop these schemes this year.

Priority Theme: Regenerating Our Communities

In 2009-10, we delivered projects specifically targeted at deprivation in coastal and rural areas of the County. In rural areas, these projects provided:

- grants for businesses employing less than 10 staff in partnership with Denbighshire Enterprise Agency;
- a new long distance path to the west of the county to link with existing ones
- financial support for community capital projects through a rural Key Fund in partnership with the Denbighshire Voluntary Services Council; and
- new buses and new bus services in rural Denbighshire.

In the coastal area, grants totalling £4.2m were claimed for Council projects designed to reduce deprivation and improve business and tourism prospects. The highlights have been:

- West Rhyl Housing Regeneration Plan
- Improvements around Prestatyn Railway Station
- Foryd Harbour Moorings
- Rhyl Town Centre Environmental Improvements
- Coach Park East Parade

- Children's Village Demolition
- Foryd Quayside Units
- Glan Morfa BMX Track

Modernising Education

In 2009-10, we achieved a rise in educational attainment in Denbighshire Schools at Key Stages 2, 3 and 4, and have also increased the number of students achieving 5 GCSEs at grade A*-C.

We developed a new Welsh Education Scheme, approved by the Welsh Language Board, which maps out the future requirements and provision of Welsh medium education in the county. We also conducted reviews of educational provision in Dee Valley East, Dee Valley West and Prestatyn.

Roads and Flood Defences

In 2009-10, we completed the planning and development stages of flood defence schemes in West Rhyl and Corwen, and have begun construction on the Denbigh Flood Alleviation Scheme.

Unfortunately the worst winter weather in 30 year has had a negative impact on the conditions of our roads and we have not been able to improve in the way we anticipated. We will be reviewing our targets and developing our maintenance work programme further in 2010-11.

Improving the Council

In 2009-10, we:

- Delivered a programme of community forum events across the county and sent out 6000 questionnaires to hear your views on the council and other public services.
- Made savings of £131,000 through procurement, and £291,950 through agency staffing improvements. We have also begun a programme to reduce the cost of support services by 10-20%.
- Developed new scrutiny and governance arrangement to ensure democratically Elected Members continue to guide not only the council's own activities but also the work of partnerships and collaborations.
- Took the lead in local, regional and national collaborations because we believe that working together with our partners will enable us to deliver improving services more cheaply and efficiently.

We hope to build on our success during 2009-10 and continue our journey towards becoming a "high performing Council, close to the community" over the next two years.

AGENDA ITEM NO: 7**CABINET: FORWARD WORK PROGRAMME**

28 SEPTEMBER 2010	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Annual Treasury Report 2009-2010	R Parry
Approval of Advertising Tender	Councillor R W Hughes G Watson
Edeyrnion Primary Schools Area Review	Councillor E W Williams Hedd Vaughan Evans
Ty Mor Extra Care Housing – approve the award of a tender	Councillor P A Dobb A Hughes Jones
Health and Social Care Localities – arrangements for co-working in Denbighshire	Councillor P A Dobb S Ellis
West Rhyl Housing Regeneration Plan – Authorise a consultation exercise on the preferred strategy for the West Rhyl Housing Regeneration Plan area	Councillor D A J Thomas G Boase
Housing Allocation Policy	Councillor D A J Thomas Duncan Jones
Recommendations from Scrutiny Committees	Scrutiny Officers
26 OCTOBER 2010	
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
Prestatyn Primary Schools Area Review	Councillor E W Williams J Walley
21 st Century Schools Bid Submission	Councillor E W Williams J Walley
Redevelopment proposals for Sun Centre and Theatre, Rhyl Part II	Councillor D A J Thomas I Prys Jones / C Brindle
Agricultural Estates Review Update	Councillor P J Marfleet B Jones / David Mathews
Denbigh Hospital - Authorise a CPO for the building and formally establishing a "Single Purpose Vehicle" (SPV) to own / manage / develop the site	Councillor S Frobisher G Boase
Planning & Public Protection Proposed Budget Savings – Authorise the budget savings as a result of the Service Challenge and the Service Collaboration Project with CCBC, accept the proposed collaborative structure for delivering services and accept the impact on service delivery	Councillor S Frobisher Councillor D A J Thomas G Boase
Telecare Report and Business Case	Councillor P A Dobb N Ayling / Emily Jones Davies
Supporting People Strategy 2011-14 and Operational Plan 2011-12 - to agree the Supporting People Strategy for 2011 to 2014 and also agree the Supporting People Operational Plan actions for 2011/12	Councillor P A Dobb Gary Major / Jenny Elliot

Strategic Youth Justice Plan and Inspection Report	Councillors S Frobisher and M M Jones Emma Rathbone
Recommendations from Scrutiny Committees	Scrutiny Officers
30 NOVEMBER 2010	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Update on Revenue Budget Settlement 2011 - 2012	Councillor J Thompson Hill R Parry
Welsh Education Scheme – final approval following consultation	Councillor E W Williams Hedd Vaughan Evans
Selection of Preferred Bidder - N E Wales Regional Food Waste Treatment Project	Councillor S Frobisher S Parker
Approval to Appoint Contractor for West Rhyl Coastal Defence Scheme	Councillor S Frobisher Bob Humphreys / Bill Fishwick (01244 689926)
Recommendations from Scrutiny Committees	Scrutiny Officers
14 DECEMBER 2010	
Revenue Budget Monitoring Report 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
Destination Management - Tourism Partnership North Wales have offered to work with the Council to undertake an audit of the experience which a visitor gets when they come to the County and this item will provide an opportunity for Cabinet to receive the results of the audit and consider actions which need to be taken to improve the experience	Councillor D A J Thomas M Dixon / H Rees
Recommendations from Scrutiny Committees	Scrutiny Officers
11 JANUARY 2011	
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
25 JANUARY 2011	
Revenue Budget Monitoring Report 2010 -2011	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
15 FEBRUARY 2011	
Revenue Budget Monitoring Report 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
29 MARCH 2011	
Revenue Budget Monitoring Report 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
26 APRIL 2011	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Capital Plan 2010-2011	Councillor J Thompson Hill R Parry
24 MAY 2011	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill R Parry
Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys
JUNE 2011	
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	Councillors P A Dobb / M M Jones S Ellis / C O’Gorman