

**CABINET**

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 30 November 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 and J Thompson Hill, Lead Member for Finance and Efficiency.

Observers: Councillors W L Cowie; M LI Davies; D Owens 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; Head of Corporate Governance and the Chief Financial Officer.

**APOLOGIES**

Councillor E W Williams, Lead Member for Education.

**CONGRATULATIONS**

Councillor D A J Thomas was delighted to inform Members that the Authority had been shortlisted for three prestigious national housing awards by the Chartered Institute of Housing and had won the category for 'Outstanding Leadership by a Local Authority'.

Councillor S Frobisher was delighted to inform Members that Denbighshire had won a Bus Services in the Vale of Clwyd award, winning the prestigious UK Bus Awards 2010 "Bus in the Countryside" category during a ceremony in London. The Denbighshire-led service came out on top from a short list of five very strong nominees. The project also won the 'Innovation in Bus Provision' category of the CILT Cymru's National Transport Awards earlier in the year.

Councillor P A Dobb was delighted to inform Members that Deborah Holmes-Langstone, General Manager of Cefndy Healthcare had won the New Leader of the Year award at the Network She Business Woman of the Year Awards in November.

Members sent their congratulations to all those involved and asked that they be presented with their awards at Full Council on 07.12.2010.

## 1 URGENT MATTERS

A Part II Urgent Report to be presented at Item 16: Acquisition of Properties in Rhyl.

## 2 MINUTES OF THE CABINET MEETING 26.10.2010

The Minutes of the Cabinet meeting held on 26 October 2010 were submitted.

Item 9: Councillor M LI Davies said Cefn Meiriadog was two words, not one.

**RESOLVED** that, subject to the above, the Minutes of the meeting held on 26 October 2010 be approved as a correct record and signed by the Leader.

## 3 WELSH EDUCATION SCHEME 2010 - 2013

In Councillor E W Williams' absence, Councillor H H Evans presented the report seeking Cabinet approval of Denbighshire's Welsh Education Scheme 2010-2013 for publication, subject to approval by the Welsh Language Board. The Draft Plan had been approved in April 2010.

Paragraphs 2.7 to 2.11 of the report detailed the process undertaken. This was a strategic document which showed the vision the Authority had to promote Welsh education for the next 3 years as well as to extend and improve the current provision. If the Scheme was approved by Cabinet the Chief Executive would ask the Welsh Language Board for its approval before publication and implementation.

Agreement had now been reached with the Betsi Cadwaladr University Health Board following discussions with the Information Commissioner's office in order to access information to enable a survey to be undertaken to assess demand for Welsh medium provision. It was important to improve provision in places like Llangollen and there had been a significant demand for Welsh medium secondary education in Denbighshire which had led to Ysgol Glan Clwyd, St Asaph coming under increased pressure. Work was also being undertaken to develop Post 16 education in the Vale of Clwyd and the Authority was working with neighbouring Authorities as well as with Fforwm Gogledd Cymru on this issue. The Authority had arrangements in place for latecomers to learn Welsh in order to follow a learning programme through the medium of Welsh. The Youth Service was co-operating with Menter Iaith and the Urdd and had been an Estyn requirement since the 2009 inspection. Working with partners was proving to be effective.

Targets for the Scheme had been set by the Welsh Language Board and were shown in the Appendix to the report.

Consultation on the Draft Scheme had been carried out and it was disappointing that only 10 responses had been received. However, the Authority had, where appropriate, incorporated the responses in the Scheme.

Councillor P A Dobb said it was extremely important to have a Welsh Education Scheme but she was disappointed at the low numbers of responses received from the consultation, particularly from parents and residents. The Corporate Director: Lifelong Learning, responding to Councillor Dobb's queries, said the cluster meetings held had been attended by headteachers and the consultation had been widely publicized in the press and on the web site. He agreed the number of responses was low.

Councillor M M Jones was pleased to see the Scheme and said it was good to see that some teachers in Llangollen and Prestatyn were having Welsh lessons after school. She was also delighted with the co-operation between Menter Iaith and Urdd with the Youth Service. It was important for latecomers to have intensive lessons. She thanked Hedd Vaughan Evans, Modernising Education Officer and colleagues for all their work. The Corporate Director: Lifelong Learning informed Members there was a monitoring process in place, through Scrutiny and an annual report to the Welsh Language Board and through the Welsh Language Forum.

Regarding the number of Welsh speakers, Councillor P A Dobb said it was important that provision was appropriate to the population and this should be linked in to the 21<sup>st</sup> century schools plan, taking account of any impact on school transport costs. The Corporate Director: Lifelong Learning said it had not been possible to plan as information had not been provided by the Health Trust. However, this information would now be forthcoming. He agreed it was critical to plan for the future and this would be possible now that information could be shared between the various agencies.

Councillor M LI Davies was disappointed the report had not been available in Welsh for the meeting. He felt the Welsh Language skills were poor in many cases and the standard needed improving for teachers. He felt the demand for Welsh schools was weakening as there were English speakers in schools. The Corporate Director: Lifelong Learning said there was a problem in having qualified teachers to teach older pupils. However, basic Welsh lessons were being provided and there was ongoing work nationally to deal with this issue. There was also a problem with Welsh medium schools being Anglicised and this was happening throughout Wales and Wales had not been totally successful in dealing with this. A review of the Ruthin area provision would follow the Edeyrnion review and a report would be presented to Cabinet in the New Year.

The Dyffryn Clwyd Partnership had been formed with Rhyl Sixth and Councillor D A J Thomas asked whether the 14-19 provision lessons would be provided in the college or school. The Corporate Director: Lifelong Learning said most Welsh pupils would go to Ysgol Glan Clwyd for their education but there was some provision in the Rhyl Sixth. There was no detriment to Rhyl Sixth as there was a partnership between the school and college.

***RESOLVED*** that Cabinet approve Denbighshire's Welsh Education Scheme 2010-2013 for publication, subject to approval by the Welsh Language Board.

#### 4 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. Cabinet were asked to approve the spend recommended by the Corporate Executive Team from the Council's Delivering Change fund.

The overall revenue underspend was £141k excluding the schools' delegated budget. Lifelong Learning were forecasting a balanced budget, as were Social Services and Housing but there were ongoing pressures with specialist placements in Children's Services. The Environment Directorate were forecasting an underspend of £181k, and the latest forecast assumed winter maintenance costs could be contained within the existing budgets and by drawing on the Winter Maintenance Reserve. Corporate Governance and Efficiency was forecasting a £40k net overspend as a result of pressures on the translation budget.

Capital expenditure was at £12.9m for a plan totalling £31.5m. The latest figures for the Housing Revenue Account showed an in year surplus of £303k, an improvement of £17k from the previous month. The Authority was on course to meet the 2012 quality standard and the business plan was financially viable.

£3m had been set up to help deliver efficiency savings through projects to improve cost effectiveness with investment at an anticipated level of £750 per annum over 4 years to 2013-2014. Robust business cases would be required and Cabinet had the final approval to disperse the funding. £388k would be spent on the senior staff review and initial support services review severance costs whilst £30k would be spent on a new IT system for Democratic Services.

Responding to a query from Councillor H H Evans, the Corporate Director: Governance and Efficiency said discussions were being held with the Bilingual Group regarding the Translation budget in order to make improvements.

Councillor Thompson Hill, responding to Councillor H H Evans' query confirmed there was usually a heavy capital spend towards the end of the financial year and there was usually an element of slippage. The Chief Financial Officer said the spend was shown at Appendix 3 to the report. Councillor Evans asked that long term benefits be shown.

Spend on regional collaboration initiatives would be reported when the spend was committed.

Responding to queries regarding the money markets, the Chief Financial Officer said the Authority had run down its cash balances and it was unlikely that there would be surplus to be invested elsewhere. Councillor Thompson Hill said that although some

states in the Euro zone were having financial difficulties, Germany had one of the highest ratings.

The Corporate Director: Social Services and Housing said it was unlikely the Authority would receive further funding from the Health Board and they were funding some posts. The agreement reached had been reasonable overall and pursuing it further would not help with further work with the Board. A report would be presented to Council in December and some issues were being negotiated with the Board, e.g. transport costs for Social Workers. Councillor P A Dobb supported the comments made by the Corporate Director.

**RESOLVED** that Members note the 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. Cabinet approve the spend recommended by the Corporate Executive Team from the Delivering Change fund for efficiency projects.

## **5 UPDATE ON PROVISIONAL ASSEMBLY SETTLEMENT 2011 - 2012**

Councillor J Thompson Hill presented the report for Cabinet to note the content of the Assembly's Provisional Settlement for the Council for the next financial year. There was an overall reduction average of 1.4% for Welsh Authorities, however, Denbighshire would have a reduction of 1.6% which was above the Welsh average and amounted to a reduction of £2.24m. Indicative figures for the following 2 years were for small increases of just over 0.5% and 1.25%. A budget seminar for all Members would be held on 7 December 2010 and 7 January 2011. The Fire Service levy would need to be factored in and Councillor S Frobisher said the Service was aware of the financial position of all Authorities.

The split of specific grants between Authorities was not yet known. Capital would be hit next years with a 20% reduction. Prudential borrowing would need to be considered if Council wanted to maintain a level of capital spend similar to current levels. The final settlement figures would not be available until the end of January 2011 but it was hoped there would not be significant further reductions.

Councillor H H Evans said the cuts would have to be managed and all Members would have an opportunity to discuss these at the Informal Council meetings. It was also important to prioritise capital spend over the coming years.

The Chief Executive said the position for Denbighshire was outlined in paragraph 2.3. The Revenue funding from the Welsh Assembly Government was to be reduced by £2.276m (1.6%). When taking into account inflation and service pressures savings target was about £6m and it was important that everyone understood this. Increases for the following 2 years would be likely to be below inflation and there would still be

significant budget pressures. Councillor D A J Thomas stressed the need for Members to be made aware of the position in detail.

Councillor Thompson Hill said the final settlement position was not usually significant different from the provisional but if there were significant changes in late January the time available to amend proposals would be tight.

**RESOLVED** that Cabinet note the level of the Assembly Provisional Settlement for Revenue and Capital for 2011-2012 and the indicative figures for Revenue funding for the following 2 financial years. Cabinet also note that the Corporate Executive Team and the Budget Challenge Group are developing savings proposals for the next 3 years.

## 6 ENFORCED SALE POLICY AND PROCEDURE

Councillor D A J Thomas presented the report seeking Cabinet approval to adopt the proposed Enforced Sales Policy & Procedure and for additional powers to be delegated to the Chief Executive. These delegated powers are sought to authorise an enforced sale, in accordance with the procedure, utilising the provisions under Part III Law of Property Act 1925 and Local Land Charges Act 1975.

Paragraph 2.1.4 detailed the overview of the enforced sale policy whilst the financial charges incurred could be discharged out of the proceeds of the sale. Officers had taken into consideration how other Authorities worked in similar situations and in certain circumstances this procedure was better than Compulsory Purchase Orders as it could be less costly. However, using the procedure would be a last resort, used when other possibilities had been exhausted. This Policy enforced a sale and once the property had a charge on it, the Authority would be paid back first.

Councillor S Frobisher said the Fire and Police Authorities and Benefits Agency would be helped with the use of the Policy.

Responding to queries from Councillor P J Marfleet, the Corporate Director: Environment said the Policy would not be used by the Authority to buy blocks of property for its own use as it was to force the sale of a property at auction at market value. Although the Authority could be the purchaser, it would have to be open and transparent and the purchase would not be below market value. The Head of Corporate Governance said the Policy would make it worthwhile for the Authority and Local Land Charges were a priority. The powers had been in place before but it had not been cost effective for the Authority to use them.

Councillor M LI Davies asked for clarification on emissions. The Corporate Director: Environment said it was better to refurbish an old property as it cost less than building new. However, the costs of running a new building could be less than running an older property.

**RESOLVED** that Cabinet adopt the Enforced Sales Policy & Procedure as outlined in Appendix 1 to the report and approve the criteria for considering an enforced sale as

*outlined in the Policy Statement in Appendix 1 A 5. Members agree additional powers be delegated to the Chief Executive to further authorise delegation to Senior Officers as appropriate to enforce sale. These delegated powers are sought to authorise the enforced sale of a problematic property or area of land utilising the provisions under Part III Law of Property Act 1925 and Local Land Charges Act 1975. Members further agree for the Head of Service, in conjunction with the Regeneration Enforcement Group, to assess and determine the preferred method of sale (by auction or to a preferred purchaser) on a case by case basis.*

## **7 INTRODUCTION OF A SKIDDING RESISTANCE POLICY WITHIN DENBIGHSHIRE COUNTY COUNCIL**

Councillor S Frobisher presented the report seeking Cabinet approval for the introduction of a skidding resistance policy on the County roads within Denbighshire County Council. This was a joint policy with Conwy County Borough Council. The Policy would include a strategy which was detailed at paragraph 2.4 of the report. The Authority could also be open to litigation if it did not have such a Policy.

The Head of Highways and Infrastructure confirmed that this was an ongoing process and gave both Authorities a framework to target to best effect. This was different to road conditions as it was not structural but was for driving and braking needs. The trunk roads were managed differently and were not the responsibility of the Authority. He confirmed that the Traffic team considered different factors and this Policy would be included in any deliberations to help with improvements to the County's roads.

**RESOLVED** *that Cabinet approve and implement the Skidding Resistance Policy set out in Appendix A to the report and that delegated authority is given to the Head of Service, in consultation with the Cabinet Portfolio Holder for Infrastructure, to approve and update the Investigatory Levels to be included within the Skidding Resistance Operational Manual.*

## **8 ALIGNED DENBIGHSHIRE COUNTY COUNCIL AND CONWY COUNTY BOROUGH COUNCIL WINTER SERVICE POLICY**

Councillor S Frobisher presented the report seeking Cabinet approval for the introduction of an aligned Denbighshire County Council (DCC) and Conwy County Borough Council (CCBC) Winter Service Policy. The Policy was fundamental to providing safe and reliable access to transportation networks which was crucial to emergency services, businesses, social services, education and the public.

Councillor P A Dobb, whilst supporting collaboration between the Authorities, expressed concern regarding the possible disposal of 2 gritters and said she could not support the report. The Head of Highways and Infrastructure explained that the network covered by gritters was the same but operations would be carried out more efficiently. The principal road network had previously involved the use of 23 gritters and because of collaboration the same network would be covered using 21 gritters and there was no reduction in

service. The Chief Executive stressed that the same number of roads would be gritted. The same service would be provided with fewer gritters.

The Head of Highways and Infrastructure, responding to a query from Councillor P J Marfleet, said the use of Safecote meant using it once in marginal conditions. However because of the current temperatures it had meant using it twice. Initially it had only been used along the coast because of logistics but its use would be for the whole of Denbighshire.

Members discussed the use of salt bins by the public and it was agreed that these were to be used sparingly. However, it would not be possible to control this.

Councillor H H Evans said rural roads were dealt with differently by Conwy CBC and Denbighshire must only agree to something if it leads to improvements. The Head of Highways and Infrastructure said there would be consistent practices across the 2 Authorities the following year.

The Corporate Director: Environment informed Members that the public were kept informed and information was published each year in County Voice and on the web site. Councillor M LI Davies said he lived on the border of Conwy and asked for the same service level as Conwy as the maps appeared unclear.

Members discussed the implications of the Policy in detail and agreed that Scrutiny Committee review and monitor at the end of the winter period.

Councillor Frobisher moved the report with the amendment.

***RESOLVED*** that Cabinet approves the aligned Denbighshire County Council / Conwy County Borough Council Winter Service Policy attached to the report at Appendix A. Cabinet further agree that Scrutiny Committee review and monitor at the end of the winter period.

At this juncture (11.45 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

## **9 PROPOSAL FOR A 6 MONTH EXTENSION TO THE EXISTING HIGHWAY MAINTENANCE FRAMEWORK AGREEMENT**

Councillor S Frobisher presented the report seeking Cabinet agreement to the extension of the current 3 year Highway Maintenance Framework Agreement for a further 6 months from 1<sup>st</sup> October 2010 to 31<sup>st</sup> March 2011. As collaboration with Conwy CBC is taken forward a Joint Highway Maintenance 2 year tender was sought.

***RESOLVED*** that Cabinet agree the current Highway Maintenance Framework Agreement be extended for 6 months to allow a joint tender with Conwy CBC to be advertised and put in place.



## 10 PROCUREMENT OF TRAFFIC SIGNAL MAINTENANCE CONTRACT

Councillor S Frobisher presented the report seeking Cabinet approval to the joint procurement, in accordance with CPR 7.1 of the Contract Procedure Rules (CPRs), of a new Traffic Signal Maintenance Contract with Conwy County Borough Council (CCBC), Flintshire County Council (FCC), Wrexham County Borough Council (WCBC), Gwynedd County Council (GCC) and Isle of Anglesey County Council (IoACC). Members were asked to note the figure in paragraph 4.1 should be £20, 064 and not £59,860.

Councillor W L Cowie thanked the Authority for the crossing installed on the Lower Denbigh Road, St Asaph and said the response in St Asaph to its installation had been extremely positive and an excellent facility had been provided.

**RESOLVED** that Cabinet approves the proposed joint procurement arrangements with Conwy County Borough Council, Flintshire County Council, Wrexham County Borough Council, Gwynedd County Council and Isle of Anglesey County Council, in respect of a new Traffic Signal Maintenance Contract in accordance with CPR 7.1.

## 11 REVIEW OF THE SENIOR LEADERSHIP TEAM

Dr M Mehmet, Chief Executive presented the report seeking Cabinet agreement to his proposals to formally consult on changes to the role of Corporate Directors and Heads of Service and the consequent changes to management arrangements as set out in the report.

The Chief Executive said regulators, individuals and group leader had been consulted on the Review. There would be no change to the structure of services, rather it would be a different way of working and Corporate Directors would focus on the Authority's priorities rather than on operational matters. Services would be the responsibility of Heads of Services. The Senior Leadership Team should be efficient and cost effective and could be run by 3 Corporate Directors rather than 4.

Denbighshire was perceived as an outward looking Authority performing well but there was a long way to go. Denbighshire's governance arrangements were strong and there was a real focus on performance initiatives. It was important to ensure Denbighshire became one of the top performing Authorities. There was a need for each service to have its budget and performance measured. The Authority had come a long way but had to continue with its ambition to be a top performing Council close to its community.

The new system would be innovative and performance management would change.

The priorities of the Council had been considered and the Chief Executive would be responsible for the overall leadership and the way the Authority progresses. The Chief Executive would also be responsible for collaboration with other Local Authorities and he would be the lead with national bodies and partners.

The role of the Business Transformation and Regeneration Corporate Director would include both regeneration and the tourism strategy. The Corporate Director: Demographics, Wellbeing and Planning would have responsibility for LDP, population changes and housing. The Corporate Director: Learning and Communities would have responsibilities for education, skills beyond 16 and would bring the Council closer to its communities.

The Chief Executive stressed that there would be no extra pay awards as a result of the changes and there would be no disruption and change at Heads of Service level.

Responding to a query from Councillor D A J Thomas, the Chief Executive explained the 'slotting in' procedure if an officer's current role matched 80% of the new role. Responding to Councillor P A Dobb's queries, the Chief Executive said Board Members and Scrutiny would hold the Corporate Directors to account. He assured Councillor Dobb the 3 Director job descriptions linked into each other and the 3 Corporate Directors would be aware of and be able to discuss most issues and be reasonably familiar with the Council's services. It was important for Denbighshire to have a high profile in the community and also in staff engagement. The Board would hold staff accountable whilst the Corporate Directors could performance manage any Head of Service. The Review had been discussed with the Senior Leadership Team (SLT) in detail.

Councillor P J Marfleet said changes would be required by all managers and he said much thought had been given to the Review and he fully supported it. He reminded colleagues that the Chief Executive had said on appointment what he would do in 6 months and in 2 years following his appointment and this was part of his plan. He agreed that over time it was possible some things would need to be amended but as a map of what Denbighshire should be doing to be a lead Authority in Wales he wholly supported the Review.

The Chief Executive informed Councillor S Frobisher that he would supply Cabinet with the detail of the Review once it had been discussed with SLT. The new way of working would encourage Cabinet Members to work with one or more people on any important issue and he agreed with Councillor Dobb that officers would need to understand the part that Members had to play. Councillor M M Jones said this was an exciting way forward for the Council and Heads of Service would have a large role to fulfil.

The Review was welcomed by Councillor H H Evans and he said openness in the Authority would lead to everyone working together. This was an operational aspiration which should make services more effective for our communities.

The Chief Executive confirmed the importance of meeting with the Town and Community Councils and civic engagement and he agreed with Councillor M LI Davies the role the Chief Executive had in civic meetings. The Chief Executive said Members would have a role in performance management of Heads of Service. Members were asked to continue to log calls with the Call Centre. Responding to queries from Councillor D I Smith, the Chief Executive said he would give consideration to Heads of

Service being managed by the same Corporate Director for 3 years and would retain the option to change if necessary. There was no Deputy Chief Executive role as this created a hierarchy and all Corporate Directors would be equal and all could cover for the Chief Executive when necessary.

Councillor H H Evans thanked the Chief Executive for his report and agreed there was a need for Members to move away from operational matters as these should be dealt with by officers. Heads of Service would need to understand the roles and relationships required with Members. He referred to comments made by some Group Leaders and said if any Group Leader or Member wished to know more the Chief Executive would meet the Group or Member concerned. He wanted to ensure there was no misinformation regarding the changes.

**RESOLVED** that Cabinet agrees the new Senior Leadership Structure as set out in Appendix 1 to the report. Cabinet agrees to dispense with the current directorates and adopts the performance management system as outlined in Section 9. Cabinet further agrees to reduce the number of Corporate Directors from four to three and to note that this, together with the deletion of the Head of Regeneration and Tourism post, will deliver financial savings of £150k from 2011/12. Cabinet agree a report for information on the Review be provided for Full Council in the New Year.

## **12 CABINET FORWARD WORK PROGRAMME**

Councillor H H Evans presented the Cabinet Forward Work Programme. There would be no report to Cabinet on the Draft SPG space standards as this was a delegated decision but there would be a report presented to December Cabinet on the Former North Wales Hospital, Denbigh.

**RESOLVED** that Cabinet note the amended Forward Work Programme.

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

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

## **14 URGENT ITEMS**

There was one Urgent Item: Acquisition of Properties in Rhyl which would be considered at item 16.

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

**RESOLVED** under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 16 of Part 4 of Schedule 12A of the Local Government Act 1972.

## 15 **SUPPORTING PEOPLE: MENTAL HEALTH HOMELESS PROJECT CONTRACT EXTENSION**

Councillor P A Dobb presented the report seeking Cabinet agreement to the extension of the Supporting People Contract for the Mental Health Homeless Project.

In accordance with Contract Procedure Rules the extension was required in order to secure accommodation which was currently under negotiation. The project had been running since 2008 and the Authority was pleased with the provider who had supported 19 people, with 5 moving on to live independently during the past year. Funding would be contained within the Supporting People budget.

**RESOLVED** that Cabinet agree the extension of the Supporting People Contract for the Mental Health Homeless Project with Making Space.

## 16 **ACQUISITION OF PROPERTIES IN RHYL**

Councillor P J Marfleet presented the report seeking Cabinet approval to purchase the West Parade, Rhyl property named in the report. Cabinet were also asked to approve that negotiations take place with adjoining property owners to purchase 2 further properties as shown on the schedule at Appendix 2 attached to the report.

Negotiations had taken place with the vendors and Cabinet were asked to agree to the purchase of the property in order to help with regeneration of the area. Councillor D A J Thomas said the area concerned was an eyesore and if the property was purchased for the sum stated in the report it would be an integral part of the development of the whole area.

Councillor J Thompson Hill supported the proposal and whilst there were elements of potential risk these would be outweighed by the future regeneration of the area. Prudential borrowing was the most sensible option to acquire the site.

Members discussed the acquisition in detail and the various opportunities this could provide for this area of Rhyl.

**RESOLVED** that Members approve the purpose of the West Parade, Rhyl property named in the report and approve that negotiations take place with adjoining property owners to purchase further properties as shown Appendix 2 attached to the report.

The meeting concluded at 1.15 p.m.

**REPORT TO CABINET**

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

**LEAD OFFICER:** Alan Smith, Head of Business Planning and Performance

**DATE:** 14.12.2010

**SUBJECT:** Monitoring performance against the Corporate Plan, Quarter 2 (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 second quarter of 2010 – 2011 for the 2012 Indicators and each Improvement Objective.

**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 associated with the council's Improvement Objectives. It was agreed that progress of those activities was to be monitored by Cabinet via quarterly performance reports (QPR).

**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 and the Local Government "Wales" Measure 2009.

**4 PERFORMANCE REPORT**

4.1 This performance report will provide a critical assessment, based on current evidence, on our likelihood to achieve the identified outcomes for our 2012 Indicators and Improvement Objectives.

4.2 The performance management framework for the Corporate Plan has been restructured in response to the Local Government Measure and 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.

4.3 The Corporate Plan originally consisted of four Corporate Priorities and four Improvement Themes. However, the Local Government Measure requires Local Authorities to identify "Improvement Objectives" from 2010/11. The four Corporate Priorities have therefore been re-labelled as "Improvement Objectives". A fifth Improvement Objective has been created from the activity that remained in the four Improvement Themes. Therefore, in addition to the 2012 Indicators, the Corporate Plan now consists of five Improvement Objectives instead of four

Corporate Priorities and four Improvement Themes. The five Improvement Objectives are:

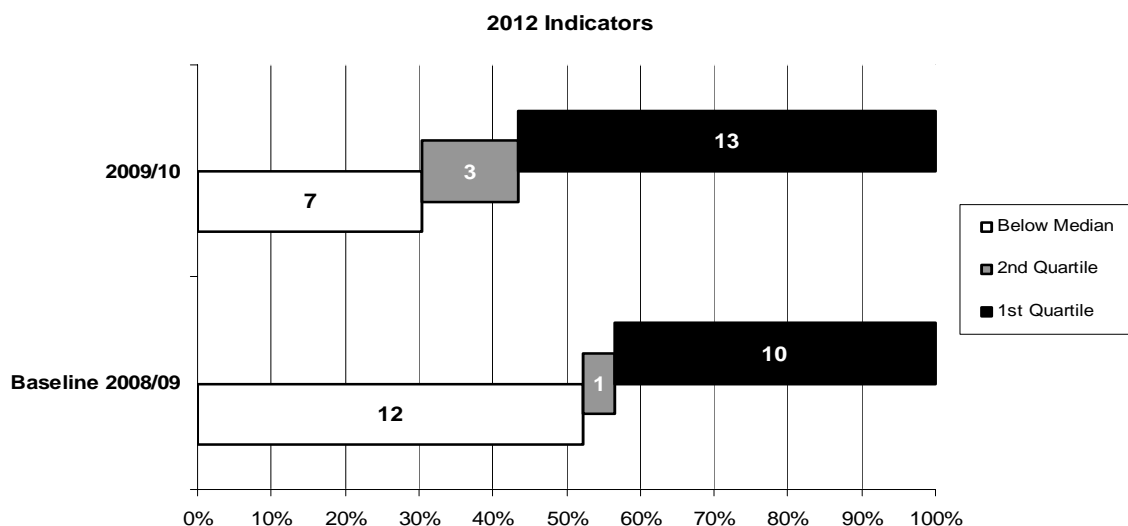
- Adapting service delivery to address demographic changes,
- Reducing deprivation and growing Denbighshire's economy sustainably by strategically targeting resources,
- Modernising the Education Service to achieve a high level of performance across the county,
- Securing a sustainable road network and flood defences, and
- Improving the way the council works.

**4.4** Overall, good progress is being made with the 2012 indicators, although some performance issues exist within the improvement objectives which need to be addressed.

## 5 2012 INDICATORS

**5.1** The 2012 Indicators are a select set of performance indicators that the council has chosen to act a proxy to evaluate whether we are a "High Performing Council" in 2012. The overall outcome is to be in the top 2 quartiles for 100% of the 2012 Indicators. However, for those indicators where we were already in the 2<sup>nd</sup> quartile our aim is to improve this position to achieve top quartile status. For those indicators where we were already in the top quartile our aim is to maintain that position.

**5.2** Our evaluation for each of the 2012 Indicators is based on a combination of historic performance, available data (including annual data that is now available) and projected Wales median performance. This, in combination with commentary from the Head of Service, helps us to arrive at an assessment of the level of risk to achieving our outcome. In the next QPR (for Quarter 3 of 2010/11) we intend to provide further analysis of the 2012 indicators to track performance against the Wales median and top quartile threshold. This will enable us to evaluate how confident we are of, not only achieving top 2 quartile status, but also of maintaining or moving towards top quartile status in areas where we are already a high performing council. To illustrate, the graph below presents our baseline position in 2008/09 and our performance in 2009/10. This shows that, in addition to increasing the number of Indicators in the top 2 quartiles from 11 to 16, we also increased the number in the top quartile from 10 to 13.



**5.3** We believe that achieving 2<sup>nd</sup> quartile performance, as a minimum, for 19 of the 23 indicators in the 2012 is expected. There are 4 indicators that currently present a high risk to achieving 2<sup>nd</sup> quartile performance. Current and future performance in these indicators is being discussed with the relevant Heads of Service within this round of Service Performance Reviews. These discussions will also establish what actions can be taken to mitigate the current risk of failing to achieve top 2 quartile status. See the 2012 Indicator report (appendix I) for more detailed information on each indicator.

## **6 DEMOGRAPHIC CHANGE**

**Improvement Objective 1:** Adapting service delivery to address demographic changes

**6.1** This Improvement Objective has been developed with three community focused outcomes:

- Independence for older people,
- Independence for people with learning disabilities, and
- Community wellbeing.

The successful achievement of each community focused outcome is determined by a number of indicators of success (outcome measures). Refer to Demographic Change report (appendix I) for more detailed information on the measures and activity for this Improvement Objective.

**6.2** Our independence for older people outcome is all about enabling older people to live safely and independently in their community without the need for service provision. From the cohort of older people who require support, it is about shifting the balance to enable them to receive the support they need in their community and to reduce the numbers who require support in a care home. In addition, where we are able to enable older people to continue to live safely and independently in their communities without support from the council, then this is a positive step.

**6.3** From April 2010 to September 2010 the number of older people helped to live at home decreased and the number of older people supported in care homes increased. These trends, which are also reflected in the rate per 1000 population indicators, are also true compared to our baseline positions in April 2009. This presents a picture that we are moving further from achieving our outcome based on the selected indicators and the targets set.

**6.4** As part of our strategic response to demographic change we have developed initiatives and services that promote independence and wellbeing so that people are able to live independently for longer in their community. This includes the development of reablement, intermediate care, investment in Telecare and the delivery of community based initiatives through the older people's strategy. These initiatives are helping us respond effectively to the pressures of demographic change. Compared to the same time period in 2009/2010 we have supported an additional 187 older people to live at home (2136 in 09/10 rising 2323 in 10/11). During the same period the number of older people receiving long term care packages has reduced. Quarter 2 data reflects our focus on helping older people to live independently with short term intervention and reducing the need for long

term social care packages. However, the indicator does not count the cumulative number of people supported at home and instead focuses on the provision of more traditional long term models of social care e.g. homecare. As the number of people supported through this type of care package has reduced there is a significant risk that we will not achieve performance within the top 2 quartiles in Wales for the indicator.

- 6.5** The conclusion of this analysis is that we may need to develop additional indicators that reflect the positive outcomes of our reablement work. These additional indicators should then be included in the year three of the Corporate Plan.
- 6.6** Our independence for people with learning disabilities outcome is all about enabling people with learning difficulties to live safely and independently in their community. In order to determine if we are having a positive impact, enabling people with learning difficulties to live in their community, we measure those who are supported in care homes and those who are helped to live at home. A positive result will be shown where we can increase the number and rate of adults with learning disabilities helped to live at home and reduce the number and rate of adults with learning disabilities supported in care homes.
- 6.7** Current performance reflects a positive trend with increasing numbers of adults with learning difficulties being helped to live at home and fewer needing support in a care home. A range of approaches are contributing to support people with learning disabilities in the community including the provision of community living projects, adult placement schemes and community support networks through key ring schemes. A future contribution to this outcome is likely to come from the Intensively Supported Independent Living (ISIL) project. The ISIL project is now progressing following an agreement to build 3 bungalows for 4 people each. It is noted that there remain key factors to consider: planning permission has yet to be granted, and the clients need to be approached.
- 6.8** The community wellbeing outcome has the aim to provide community facilities that are available to meet the needs of an increasing population of older and disabled people. Our indicator of success is a count of the communities engaged in developing sustainable support networks for older people. We met our target in 2009/10 and continue to make progress with a range of community wellbeing initiatives. We look set to continue to meet the target number of communities engaged to develop sustainable support networks for older people in 2010/11.

## **7 REGENERATING OUR COMMUNITIES**

**Improvement Objective 2:** Reducing deprivation and growing Denbighshire's economy sustainably by strategically targeting resources

**7.1** This Improvement Objective has been developed with three community focused outcomes:

- Tackling socio-economic deprivation in the Northern Coastal strip,
- Supporting sustainable economic growth, and
- Reducing the rate of decline in the rural economy.

The successful achievement of each community focused outcome is determined by a number of indicators of success (outcome measures). See Regenerating Our Communities report (appendix I) for more detail.



- 7.2** For our outcome “to tackle socio-economic deprivation in the Northern Coastal strip” we use economic inactivity and Job Seekers Allowance (JSA) information as a proxy to indicate whether we are being successful. The aims are:
- To reduce economic inactivity in Denbighshire compared to Wales,
  - To reduce the gap in the percentage of JSA claimants between Denbighshire and Wales, and
  - To reduce the gap in the percentage of JSA claimants between Rhyl and Denbighshire.
- 7.3** The most up to date information shows our current position as having a higher percentage of the population economically inactive compared to Wales. We are also significantly above our baseline position (2008/09). For a significant period since April 2009 the gap between the percentage of JSA claimants in Denbighshire and Wales increased but has now returned to our baseline level and has remained that way for the past few months. As for the JSA position in Rhyl, we set a target of reducing the gap between the Rhyl score and the Denbighshire score by 0.5 percentage points by 2012 from April 2009. Between April 2009 and January 2010 this gap actually widened, but the gap has since reduced again and we are currently on track to achieve our target. There is substantial seasonal variation with the JSA data, but this has been taken into account. The indicator associated with people below the 60% poverty line measures the number of people who the council has supported<sup>1</sup> to move above this line; and this is currently on track. However, it does not measure the number of people who are below the poverty line which may be increasing due to the recession. Unfortunately this data is currently not available at local authority level.
- 7.4** For our outcome “to support sustainable economic growth in Denbighshire” the council plays only a small part in a wider economic climate. We use information derived from activity in the Rural Development Plan (RDP) as a proxy to determine if we are successful. The measures and activities developed for this outcome have been chosen to target those areas where council intervention can make a positive impact.
- 7.5** The final figures for number of jobs created in micro rural enterprises will not be available until the end of year return. This is an indicator from the Rural Development Plan (RDP) grant funded programme. The indicator has been re-profiled and the target has been reduced from 50 to 13 by 2012. This was due to the original target being set using information from a previous Objective 1 grant funded programme. The re-profiling was necessary due to the finance available from the RDP being far less, coupled with the current economic situation, having an impact on delivery. The re-profiling has taken place and a new target of 13 was identified with WAG who agreed it was more realistic given the current financial climate. This has been a recurring theme with other RDP funded projects. Current projections show that 6 jobs have been created with 3 more in progress. Similarly the figures for financial assistance to micro rural enterprises will not be available until the end of year return and have been subject to the same re-profiling as the jobs created indicator. The target has been reduced from 55 to 29 by 2012, 24 of which have been achieved to date. This target includes individuals

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<sup>1</sup> The council provides a range of support to people to find information, advice or help about social security benefits and tax credit gains, personal debt, housing and employment rights with the aim of enabling access to manage their finances and realise income gains.

who have been given advice about setting up a micro enterprise as well as those individuals supported to actually set up a micro enterprise. The ratio of average house prices to average earnings has been successfully reduced from our baseline of 6.8 in 2008/09 to 5.3 in 2009/10.

**7.6** The focus of rural economy outcome is on arresting the decline in rural and businesses and the tourism sector. We will measure this through the number of micro enterprises provided with advice or assistance and a visitor count from the RDP funded Moor to Shore project. Figures from Rural Development Plan and tourism projects will not be available until March 2011. In addition, much of the rural enterprise work from the RDP (noted above) will have an influence on the achievement of this outcome.

## 8 MODERNISING EDUCATION

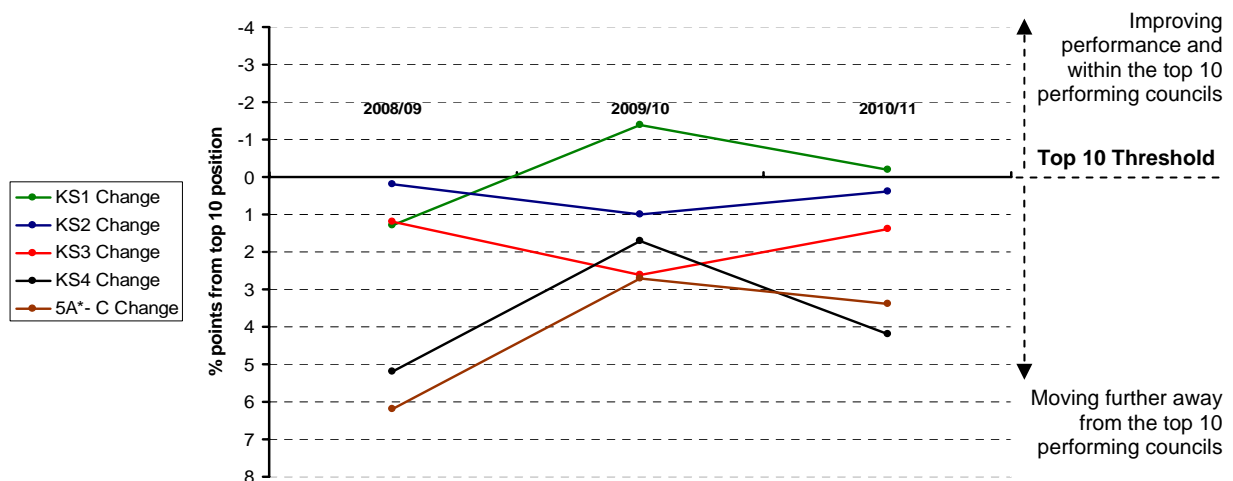
**Improvement Objective 3:** Modernising the Education Service to achieve a high level of performance across the county

**8.1** This Improvement Objective has been developed with the community focused outcome:

- Denbighshire to be within the top 10 performing authorities in Wales for key stage performance.

**8.2** The successful achievement of this community focused outcome will be determined by pupils performing well in the core subject indicator at each key stage, in addition to the percentage of pupils achieving 5A\*- C. Refer to Modernising Education report (appendix I) for more detail on the indicators of success (outcome measures) and improvement activity.

**8.3** In the baseline year (2008/09), Denbighshire was not a top 10 performing authority for the outcome measures. In 2009/10 we saw improving pupil pass rate performance in all indicators, and this secured a top 10 position for key stage 1. In 2010/11 improvements continued in 3 of the indicators, however, this did not change our overall position with key stage 1 remaining within the top 10 in Wales for key stage performance. Of the indicators not in the top 10, the gap between our current position and the top 10 position has been reduced for 2 indicators and shows an increase for the remaining 2.



- 8.4** The indicator to “raise the percentage of pupils achieving 5A\*- C” does not reflect the potential impact of the new curriculum. This should be replaced with the introduction of the new level 2 threshold indicator in 2011/12. The new level 2 threshold indicator is a measure of pupils gaining 5 GCSE A\*- C or vocational equivalents (and level 2 including English/Welsh and maths). This new indicator is more representative of the work that is being progressed in schools where the curriculum offer is expanding to include greater provision for the vocational element. This becomes important when more pupils chose to follow a vocational pathway through education, as their successes will not be reflected in the current indicator. This change should be reflected in year three of the Corporate Plan and would provide a more meaningful indicator of success.
- 8.5** A significant proportion of the improvement activity is derived from the Monitoring and Evaluating Support Services to Schools Programme in the Modernising Education service business plan. The majority of this activity is progressing according the schedule but when viewed in isolation does not adequately demonstrate the whole range of activity linked to the achievement of the outcome. It would therefore be more appropriate to adopt improvement activity from the School Improvement and Inclusion service business plan that is directly related to improving pupil performance in schools. This change should be reflected in year three of the Corporate Plan and would provide a more meaningful improvement activity.

## **9 ROADS AND FLOOD DEFENCES**

### **Improvement Objective 4: Securing a sustainable road network and flood defences**

- 9.1** This Improvement Objective has been developed with the community focused outcomes:
- Roads are of a high standard, and
  - Properties have a reduced risk of flooding.
- The successful achievement of these outcomes is directly related to the road quality indicators and the impact of our flood defences work. Reference can be made to the Roads and Flood Defences report (appendix I) for more detail on the indicators of success (outcome measures) and improvement activity.
- 9.2** To determine if our roads are of a high standard we measure our road network quality in relation to other welsh local authorities. In order to achieve our outcome we need to have better than median performance for the quality of our road network. Our position at the beginning of the Corporate Plan was below the Wales median for both indicators (principal A roads and non-principal/classified roads). This position did not improve in 2009/10 and we remain significantly worse than the Wales median.
- 9.3** The current trend in the Wales median reflects a general deterioration in the roads network. Given that fact, if we are able to maintain our current performance level, we have the potential to be positioned around the level of the Wales median in 2011/12. However, given the decline in the condition of our roads in 2009/10, it is currently difficult to be confident that this is achievable. The key improvement activity identified in the Improvement Objective that directly relates to the condition of roads is the highways capital maintenance programme. The highways capital

maintenance programme is reported with a green RAG indicating that it is progressing according to schedule. However, as discussed earlier, the indicators show a decline in the condition of our road network.

- 9.4** Therefore more work needs to be done to understand the relationship between the highways capital maintenance programme and the road condition indicators. This would enable us to have a clearer understanding of the potential impact of changes to the level of investment in the capital maintenance programme and the condition of our roads network.
- 9.5** To successfully achieve our outcome of reducing the risk of flooding to properties in Denbighshire we have a range of programmed work and we measure the numbers of properties with a reduced risk of flooding. We can be confident that we will achieve our outcome of reducing the risk of flooding to an increased number of properties in Denbighshire as our flood defence schemes are progressing well.
- 9.6** The completion of the Llangollen flood scheme in 2009/10 has reduced the risk of flooding to 330 properties. The expected completion of the Denbigh flood scheme in 2010/11 should secure a reduced flooding risk to a further 250 properties. The Corwen flood scheme is current subject to WAG funding. Providing this funding is successful, a further 85 properties will have a reduced risk of flooding. The most significant scheme in terms of numbers of properties protected is our west Rhyl coastal defence scheme where we expect to protect a further 3980 properties by March 2013.

## **10 IMPROVING THE WAY THE COUNCIL WORKS**

### **Improvement Objective 5: Improving the way the council works**

- 10.1** This Improvement Objective has been developed with the community focused outcome:
- The council is high performing and close to the community.
- The successful achievement of this outcome is determined by a number of indicators of success (outcome measures). Refer to Improving the Way the Council Works report (appendix I) for more detailed information on the outcome measures and improvement activity.
- 10.2** The outcome “to be a high performing council” is demonstrated by our performance in the 2012 indicators. The overall assessment of our performance in those indicators will act as a proxy for us to determine if we are high performing. In addition, this outcome is supported by an indicator that reflects the overall position of all improvement objective indicators of success relative to their targets, and also includes sickness absence and performance appraisal indicators.
- 10.3** For the 2012 indicators, in our baseline year (2008/09) we achieved top 2 quartile performance for 11 of the 23 indicators (48%). The target for 2009/10 was to have improved this to 65%. This target was surpassed, with 70% achieving top 2 quartile status. In order to meet our target for 2010/11 we will need to achieve above median performance in 17 of the 23 indicators, and we believe this is achievable. Achieving 2<sup>nd</sup> quartile performance, as a minimum, for 19 of the 23 indicators in 2012 is expected. As discussed earlier, there are 4 indicators that

currently present a high risk to achieving a minimum of 2<sup>nd</sup> quartile performance in 2011/12.

- 10.4** In terms of the number of Improvement Objective Indicators meeting their performance targets, we established our baseline of 66% in 2009/10, and we will be able to provide data for 2010/11 at the end of the financial year when we aim to have improved this position. Our sickness absence and performance appraisal indicators are showing positive improvement in 2010/11. The working days/shifts lost due to sickness absence is below target and on track to be below the projected Wales median. This has the potential to move the council into a top 2 quartile position for the first time since 2006/07.
- 10.5** The outcome of being “close to the community” is demonstrated by responses to the Resident’s Survey, in particular, the two questions: “My council acts on the concerns of residents”, and “My council treats all types of people fairly”. The Resident’s Survey poses a range of questions and the responses help us gain insight into how Denbighshire’s citizens feel about the council. A relatively low percentage (46%) of the population in 2009/10 felt that the council act on their concerns, but significantly more (65%) felt that the council treats all types of people fairly. The Resident’s Survey is expected to take place again in 2011/12 to provide an update and build up a picture of how Denbighshire’s citizens feel about the council. We expect that the activity within this improvement objective should result in a more positive response to those two questions in particular.
- 10.6** There is a significant amount of improvement activity identified in this improvement objective. The majority of which is reported as progressing according to plan (see appendix I, Improving the Way the Council Works report for further detail).

## **11 RESOURCE IMPLICATIONS**

### **11.1 Cost Implications:**

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

### **11.2 Staffing and accommodation implications:**

There may be staffing or accommodation implications associated with the achievement of some performance indicator targets or related to the specific activity in order to bring about a change in performance.

### **11.3 IT Implications:**

There may be IT implications associated with the achievement of some performance indicator targets or related to the specific activity in order to bring about a change in performance.

## **12 RISK ASSESSMENT**

### **12.1 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.

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

No risks are associated with agreeing the recommendations.

### **13 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.

### **14 CONSULTATION CARRIED OUT**

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

**14.2** Consultation on service performance takes place twice per year as part of a formal Service Performance Review process.

**14.3** This report has been circulated among interested performance officers within the council for information, comment and contribution.

### **15 IMPLICATIONS**

#### **15.1 Assessment of impact of Improvement Objectives:**

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 improvement objectives.

#### **15.2 Assessment of impact on the Vision, the BIG Plan, Equalities and Sustainability:**

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

#### **15.3 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.

#### **15.4 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.

### **16 ACTION PLAN**

<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN</b>
Lead Members follow up performance related issues with the appropriate Head of Service	Cabinet	Next reporting period Q3 2010/11
Corporate Improvement Team to incorporate top quartile performance data into the 2012 Indicators	Corporate Improvement Team	Next reporting period Q3 2010/11

Review of indicators for demographic change improvement objective	Corporate Improvement Team / Adults Services	March 2011
Analysis of relationship between the highways capital maintenance programme and the road condition indicators	Head of Highways and Infrastructure	Jan 2011

## 17 RECOMMENDATIONS

**17.1** That Cabinet consider and discuss the likelihood of successfully achieving the outcomes detailed in our Corporate Plan and follow up performance related issues with the appropriate Head of Service where specific concerns are raised or where improvement is in jeopardy.

**17.2** That Cabinet sanction the development of additional indicators for the demographic change improvement objective to reflect the positive outcomes of our reablement work.

**17.3** That Cabinet take into account additional information outlining the relationship between the highways capital maintenance programme and the road condition indicators during the ongoing budget discussions.

**Lead Contact:** Ewan McWilliams 01824 712605

# Becoming a 'High Performing Council':

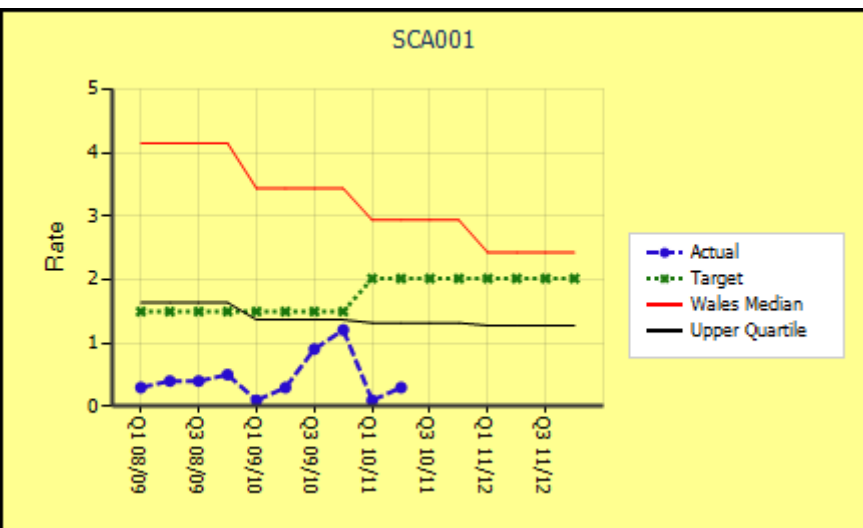
## 2012 Indicators



**SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over**

**Lead Head of Service:** Neil Ayling, Head of Adult's Services

**Lead Cabinet Member:** Councillor Pauline Dobb



**LOW = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			2.02	2.43
Q3 11/12			2.02	2.43
Q2 11/12			2.02	2.43
Q1 11/12			2.02	2.43
Q4 10/11			2.02	2.94
Q3 10/11			2.02	2.94
Q2 10/11	■	0.30	2.02	2.94
Q1 10/11	■	0.10	2.02	2.94
Q4 09/10	■	1.21	1.50	3.44
Q3 09/10	■	0.91	1.50	3.44
Q2 09/10	■	0.30	1.50	3.44
Q1 09/10	■	0.10	1.50	3.44

**Expected performance required to achieve top 2 quartile status in 2011/12:**

The indicator has previously been underpinned by local agreements relating to hospital discharge. Local agreements across Wales have now been removed which will adversely impact on performance. The performance target for the next 2 years reflects that it will not be possible to sustain current performance but retains performance within the top 2 quartiles.

**Risks to achieving top 2 quartile status in 2011/12:**

The removal of local timescales. In some areas in the South of the County there is limited provision and availability of independent care services. This has led to a small number of delays in hospital discharge while we have worked to commission suitable services to meet assessed need. We are looking to work with Wrexham and Gwynedd to develop capacity in the far South of the County. This will be challenging as it is not always economically viable to provide a response on service demand in very rural areas without payment of void time and additional payments for travel and time.

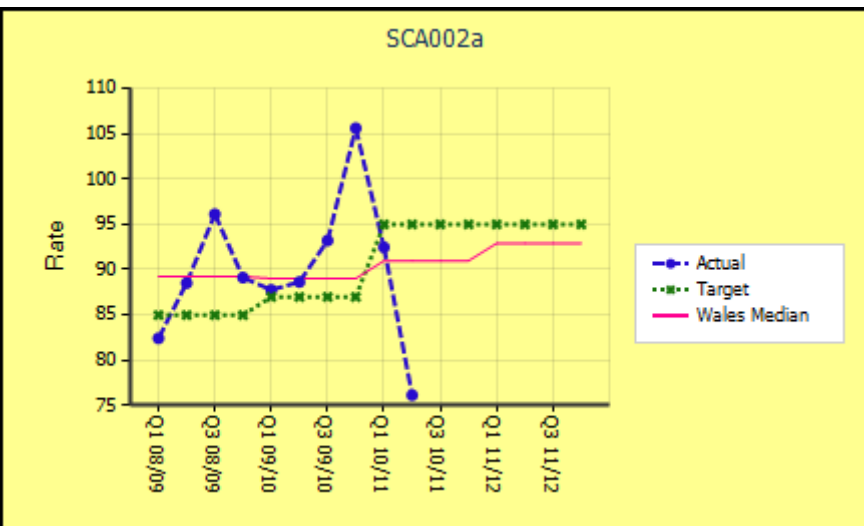
**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**Low Risk.** We remain confident that we will achieve top 2 quartile status with this indicator.

**SCA/002a: The rate of older people supported in the community per 1,000 population aged 65 or over at 31 March**

**Lead Head of Service:** Neil Ayling, Head of Adult's Services

**Lead Cabinet Member:** Councillor Pauline Dobb



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			95.00	92.92
Q3 11/12			95.00	92.92
Q2 11/12			95.00	92.92
Q1 11/12			95.00	92.92
Q4 10/11			95.00	90.98
Q3 10/11			95.00	90.98
Q2 10/11	🔴	76.17	95.00	90.98
Q1 10/11	🟡	92.48	95.00	90.98
Q4 09/10	🟢	105.60	87.00	89.04
Q3 09/10	🟢	93.22	87.00	89.04
Q2 09/10	🟢	88.65	87.00	89.04
Q1 09/10	🟢	87.78	87.00	89.04

**Expected performance required to achieve top 2 quartile status in 2011/12:**

To achieve top 2 quartile status we need to increase the number of older people supported to live at home at a rate faster than the median growth. The PI calculates the number of older people receiving a direct service on a census day as opposed to the cumulative number of people we support in the year. As part of our response to the demographic profile of Denbighshire we are developing services that are aimed at promoting independence. An increased focus on reablement will mean that a growing number of older people will have been helped to live at home throughout the year but will no longer remain as open cases to the Department on the census day and will therefore not count for the PI.

**Risks to achieving top 2 quartile status in 2011/12:**

As the number of people supported through this type of care package has reduced there is a significant risk that we will not achieve performance within the top 2 quartiles in Wales for the indicator. Whilst there is increasing need for older people to be supported the PI will not capture the full range of people we will help. The approach of other authorities in developing services that foster more independence will directly impact on projected medians. We do not have sufficient information to provide a confident assessment that we will achieve a top 2 status though we will be focussing on achieving this.

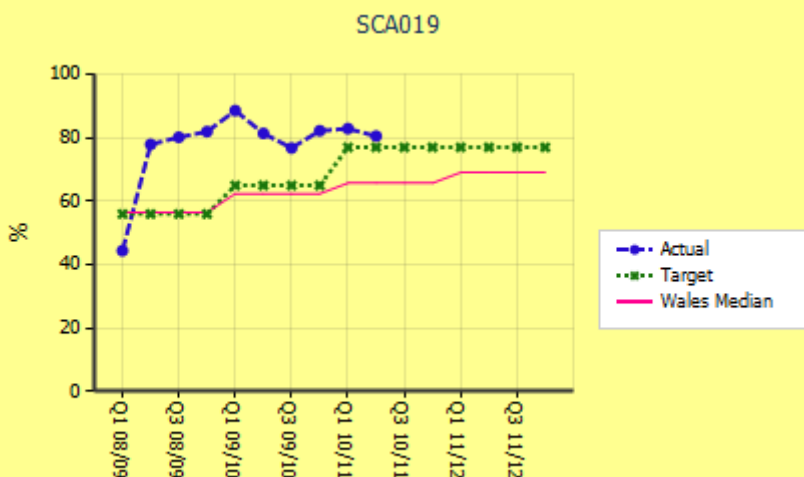
**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**High Risk.** The continued decline in the rate of those helped to live at home has shifted this to a high risk. Improvement activity is planned and an increase is expected later in the year although we are now significantly below median performance.

## SCA/019: The percentage of adult protection referrals completed where the risk has been managed

**Lead Head of Service:** Neil Ayling, Head of Adult's Services

**Lead Cabinet Member:** Councillor Pauline Dobb



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			77.00	69.10
Q3 11/12			77.00	69.10
Q2 11/12			77.00	69.10
Q1 11/12			77.00	69.10
Q4 10/11			77.00	65.75
Q3 10/11			77.00	65.75
Q2 10/11	↓	80.53	77.00	65.75
Q1 10/11	↓	82.89	77.00	65.75
Q4 09/10	▢	82.22	65.00	62.40
Q3 09/10	▢	76.80	65.00	62.40
Q2 09/10	▢	81.40	65.00	62.40
Q1 09/10	▢	88.57	65.00	62.40

### Expected performance required to achieve top 2 quartile status in 2011/12:

Based on Denbighshire's current performance and a positive inspection of POVA services we expect performance in the top 2 quartiles to be sustained.

### Risks to achieving top 2 quartile status in 2011/12:

There are occasions where people will not accept local authority support to help mitigate and manage risk and there are no grounds for us to intervene further. In these circumstances refusal for intervention will show that the risk was not being managed and not meet the indicator.

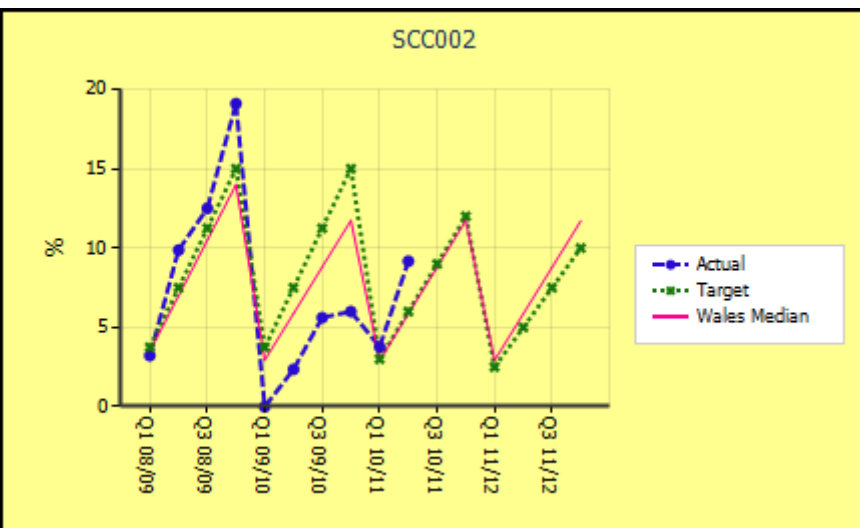
### 3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

**Low Risk.** We are confident that we will achieve top 2 quartile status for this indicator.

**SCC/002:** The percentage 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

**Lead Head of Service:** Amy Weir, Interim Head of Children's Services

**Lead Cabinet Member:** Councillor Morfudd Jones



**LOW = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			10.00	11.71
Q3 11/12			7.50	8.78
Q2 11/12			5.00	5.86
Q1 11/12			2.50	2.93
Q4 10/11			12.00	11.73
Q3 10/11			9.00	8.79
Q2 10/11	🔴↓	9.17	6.00	5.87
Q1 10/11	🟡↓	3.77	3.00	2.93
Q4 09/10	🟢-	6.00	15.00	11.74
Q3 09/10	🟢-	5.62	11.25	8.81
Q2 09/10	🟢-	2.35	7.50	5.87
Q1 09/10	🟢↑	0.00	3.75	2.94

**Expected performance required to achieve top 2 quartile status in 2011/12:**

Performance in 2009/10 moved into the top 2 quartiles for the first time. Concerted effort will be needed to ensure that this is sustained. It is expected that top 2 quartile status will be maintained this financial year.

**Risks to achieving top 2 quartile status in 2011/12:**

This indicator focuses on reducing the number of school moves. The looked after population has increased during the year which may place pressure on placement availability. In addition as plans for permanence for children are implemented this may result in moves e.g. as part of adoption which will count for the indicator albeit that the moves form part of a positive plan for the child.

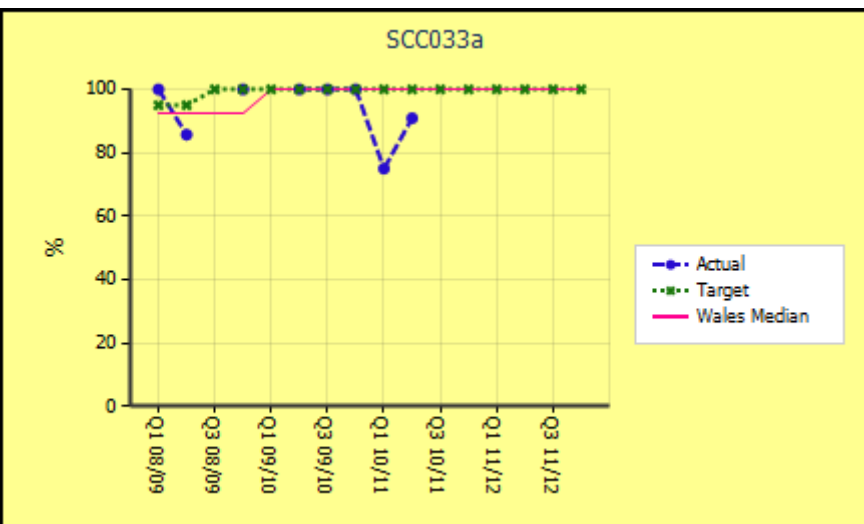
**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**High Risk.** Based on historic data and current performance there appears to be a big risk to achieving top 2 quartile status in 2011/12.

**SCC/033a: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19**

**Lead Head of Service:** Amy Weir, Interim Head of Children's Services

**Lead Cabinet Member:** Councillor Morfudd Jones



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			100.00	100.00
Q3 11/12			100.00	100.00
Q2 11/12			100.00	100.00
Q1 11/12			100.00	100.00
Q4 10/11			100.00	100.00
Q3 10/11			100.00	100.00
Q2 10/11	↑	90.91	100.00	100.00
Q1 10/11	↓	75.00	100.00	100.00
Q4 09/10	■	100.00	100.00	100.00
Q3 09/10	■	100.00	100.00	100.00
Q2 09/10	■	100.00	100.00	100.00
Q1 09/10			100.00	100.00

**Expected performance required to achieve top 2 quartile status in 2011/12:**

Quartile 2 status will not be achieved this financial year. Specifically there is one young person who returned home to live with their parents when they were 16. The rehabilitation home was successful and the young person did not want any further contact with the Department. There was no reason from the Department's perspective for continued intervention with this young person and legislation does not require us to keep in contact with young people if they have successfully returned home. We were not in contact with person when they turned 19 this year. However, we are obliged to include this as part of our PI return which means we will not achieve 100% this financial year.

**Risks to achieving top 2 quartile status in 2011/12:**

The cohort for this indicator is extremely small and performance can be significantly impacted by 1 individual.

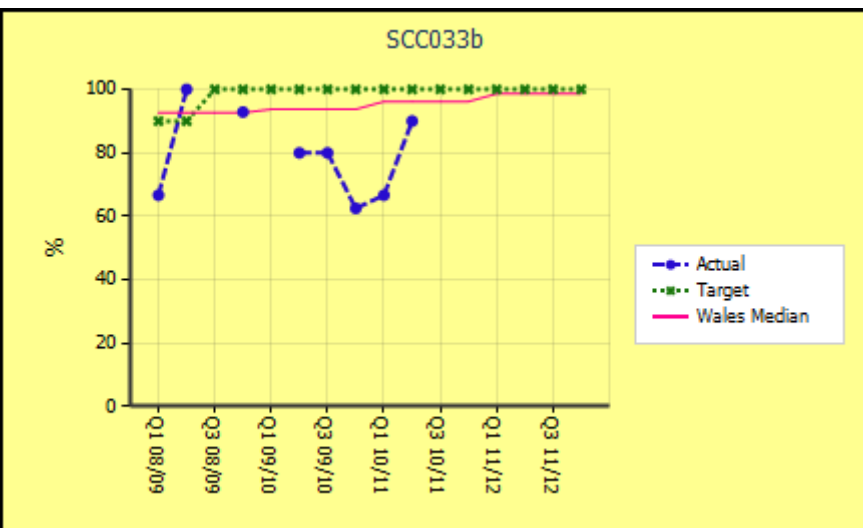
**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**Medium Risk.** There is a medium risk to achieving top 2 quartile status due to the relatively small cohort meaning that 100% performance is required in order to be successful.

**SCC/033b:** 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

**Lead Head of Service:** Amy Weir, Interim Head of Children's Services

**Lead Cabinet Member:** Councillor Morfudd Jones



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			100.00	98.62
Q3 11/12			100.00	98.62
Q2 11/12			100.00	98.62
Q1 11/12			100.00	98.62
Q4 10/11			100.00	96.17
Q3 10/11			100.00	96.17
Q2 10/11	↑	90.00	100.00	96.17
Q1 10/11	↓	66.67	100.00	96.17
Q4 09/10	↓	62.50	100.00	93.73
Q3 09/10	↓	80.00	100.00	93.73
Q2 09/10	↓	80.00	100.00	93.73
Q1 09/10			100.00	93.73

**Expected performance required to achieve top 2 quartile status in 2011/12:**

We will not achieve top 2 quartile status this financial year. One young person was serving a custodial sentence on their 19th birthday this year. The definition for this indicator is clear that prison this is not suitable accommodation.

**Risks to achieving top 2 quartile status in 2011/12:**

The cohort for this indicator is extremely small and performance can be significantly impacted by 1 individual. The availability of sufficient accommodation that is suitable for the needs of this cohort of children is an issue that may prevent the indicator being met.

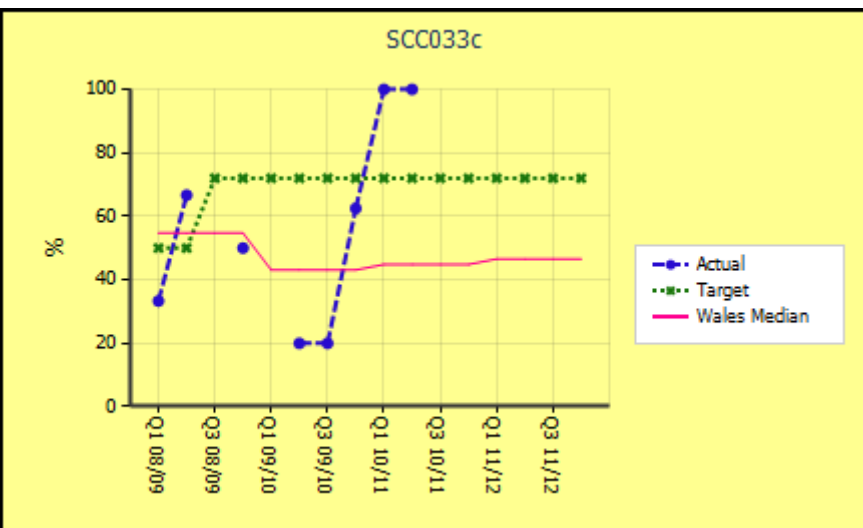
**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**Medium Risk.** There is a medium risk to achieving top 2 quartile status due to the relatively small cohort meaning that 100% performance is required in order to be successful.

**SCC/033c:** 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

**Lead Head of Service:** Amy Weir, Interim Head of Children's Services

**Lead Cabinet Member:** Councillor Morfudd Jones



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			72.00	46.58
Q3 11/12			72.00	46.58
Q2 11/12			72.00	46.58
Q1 11/12			72.00	46.58
Q4 10/11			72.00	44.85
Q3 10/11			72.00	44.85
Q2 10/11	+	100.00	72.00	44.85
Q1 10/11	-	100.00	72.00	44.85
Q4 09/10	-	62.50	72.00	43.11
Q3 09/10	-	20.00	72.00	43.11
Q2 09/10	-	20.00	72.00	43.11
Q1 09/10			72.00	43.11

**Expected performance required to achieve top 2 quartile status in 2011/12:**

A continued focus on reducing the risk of looked after children becoming NEET across the authority.

**Risks to achieving top 2 quartile status in 2011/12:**

The cohort for this indicator is extremely small and performance can be significantly impacted by 1 individual. As an authority we will need to work jointly to maximise opportunities for formerly LAC children to be engaged in education, training or employment at the age of 19.

**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

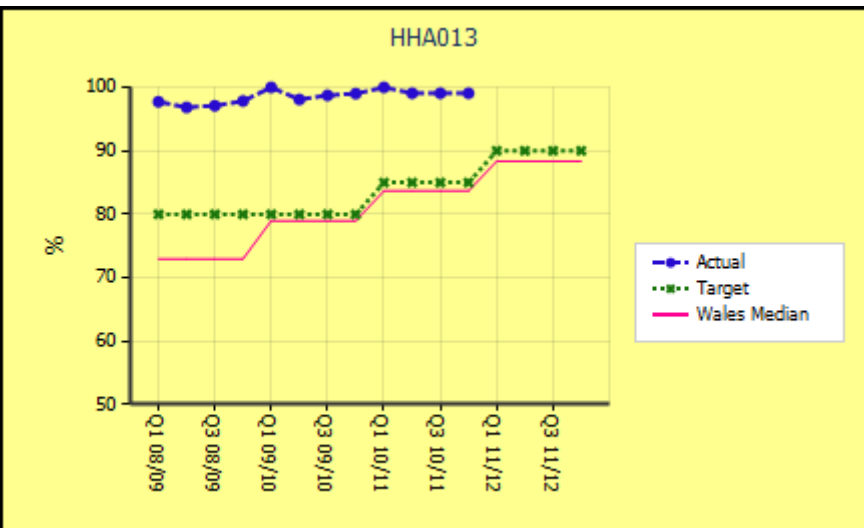
**Low Risk.** There is a risk of not achieving top 2 quartile status but the risk is not as significant as the other SCC033 indicators because the Wales median is not historically lower than 100%.



**HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months**

**Lead Head of Service:** Paul Quirk, Head of Housing Services

**Lead Cabinet Member:** Councillor David Thomas



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			90.00	88.38
Q3 11/12			90.00	88.38
Q2 11/12			90.00	88.38
Q1 11/12			90.00	88.38
Q4 10/11	■	99.07	85.00	83.69
Q3 10/11	■	99.07	85.00	83.69
Q2 10/11	■	99.07	85.00	83.69
Q1 10/11	■	100.00	85.00	83.69
Q4 09/10	■	99.00	80.00	78.99
Q3 09/10	■	98.74	80.00	78.99
Q2 09/10	■	98.08	80.00	78.99
Q1 09/10	■	100.00	80.00	78.99

**Expected performance required to achieve top 2 quartile status in 2011/12:**  
 The projected median of 88.4% is probably reasonable although it could be ambitious for Wales considering the impact of the recession. Our target is 90%.

**Risks to achieving top 2 quartile status in 2011/12:**  
 Increase in homelessness numbers caused by recession but this is likely to affect all authorities.

**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**  
**Low Risk.** We are confident that we will achieve top 2 quartile status for this indicator.

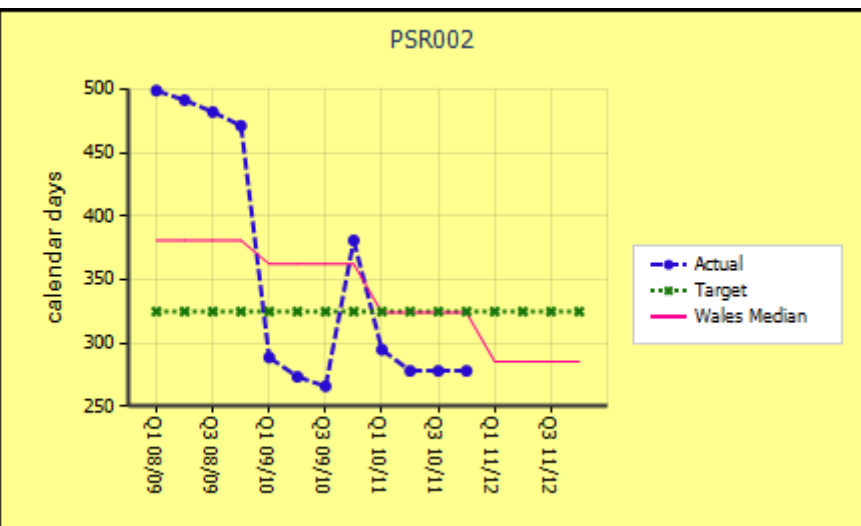




## PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant

**Lead Head of Service:** Graham Boase, Head of Planning and Public Protection

**Lead Cabinet Member:** Councillor David Thomas



**LOW = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			325.00	285.60
Q3 11/12			325.00	285.60
Q2 11/12			325.00	285.60
Q1 11/12			325.00	285.60
Q4 10/11	■	278.24	325.00	324.00
Q3 10/11	■	278.24	325.00	324.00
Q2 10/11	▲	278.24	325.00	324.00
Q1 10/11	▲	294.94	325.00	324.00
Q4 09/10	■	381.01	325.00	362.40
Q3 09/10	■	266.12	325.00	362.40
Q2 09/10	■	273.66	325.00	362.40
Q1 09/10	▲	288.85	325.00	362.40

### Expected performance required to achieve top 2 quartile status in 2011/12:

Processing of DFG is dependent on how quickly Social Services' occupational therapists can refer legitimate care plans to PPP and then how quickly the process for grant adaptations can be managed. Currently there is a 4 month backlog of care plans awaiting processing. A Building Control Officer has been seconded to help reduce the backlog which will have a positive impact on performance. A second area of potential improvement is to amend our Policy and Procedures to speed up the administration process by giving Head of Service authorisation to approve applications where Lead Member approval is currently required and to prioritise DFG above other grant work carried out by the section.

### Risks to achieving top 2 quartile status in 2011/12:

A recent error has been identified on the management information reports which affect our performance for 2009/2010 and our trend over the past few years (i.e. we have been measuring working days and not calendar days). The speed of processing DFG is dependent on the Council allocating sufficient Capital resources to the housing regeneration 'Block Allocation'. The main risk is a reduction in the relevant Capital allocation. Additional risks include not amending our Policy and Procedures. The projected median for 10/11 and 11/12 is not a reliable projection in our view. It is not likely that authorities will continue to improve performance at the same rate as recent years and it is envisaged that we will retain top 2 quartile status by 2011/12.

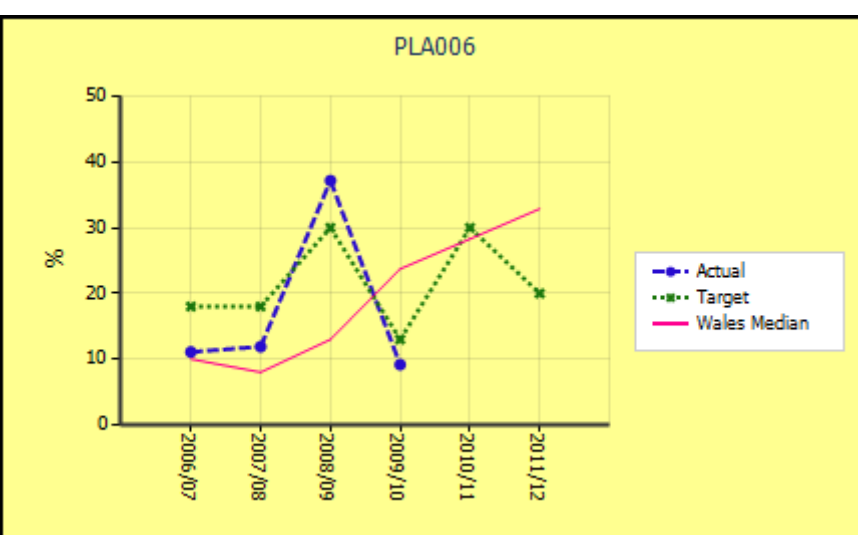
### 3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

**Low Risk.** We are confident that we will achieve top 2 quartile status for this indicator based on revised projections and providing we maintain our support (capital funding) "block allocation".

**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

**Lead Head of Service:** Graham Boase, Head of Planning and Public Protection

**Lead Cabinet Member:** Councillor David Thomas



Period	RAG	Actual	Target	Wales Median
2011/12			20.00	32.87
2010/11			30.00	28.29
2009/10	↓	9.16	13.00	23.72
2008/09	↑	37.17	30.00	13.00
2007/08	↓	11.90	18.00	8.00

**HIGH = GOOD PERFORMANCE**

**Expected performance required to achieve top 2 quartile status in 2011/12:**

DCC performance in 2008/09 was unusually high because it related to one scheme of extra care flats in Rhyl. DCC performance in 2009/10 is likely to be much lower than 2008/09 but hopefully around the Wales median. Housing Services has a target of providing 140 affordable units in 2010/11. This is much higher than previous years. The numerator – number of affordable housing units provided (built) - is reliant on WAG funding. Housing Services has not yet set a target for 2011/12 as it is unsure of the WAG settlement. The target of 18% is purely a guess. The denominator – number of housing units provided (built) – is not so easy to predict or collect.

**Risks to achieving top 2 quartile status in 2011/12:**

Performance is not available quarterly, which makes this PI impossible to monitor throughout the year. Reliance upon WAG to fund significant proportion of affordable housing. Reliance on the economic climate. The Council's Planning Affordable Housing Policy refers to 30% affordable housing for developments of 3 or more dwellings. In a depressed housing market a larger proportion of the houses built are on smaller developments, which fall below the planning requirement to provide affordable housing. This will depend on WAG funding and the dynamics of the local housing market. Planning Officers and Housing Officers are working together to ensure better understanding of this PI.

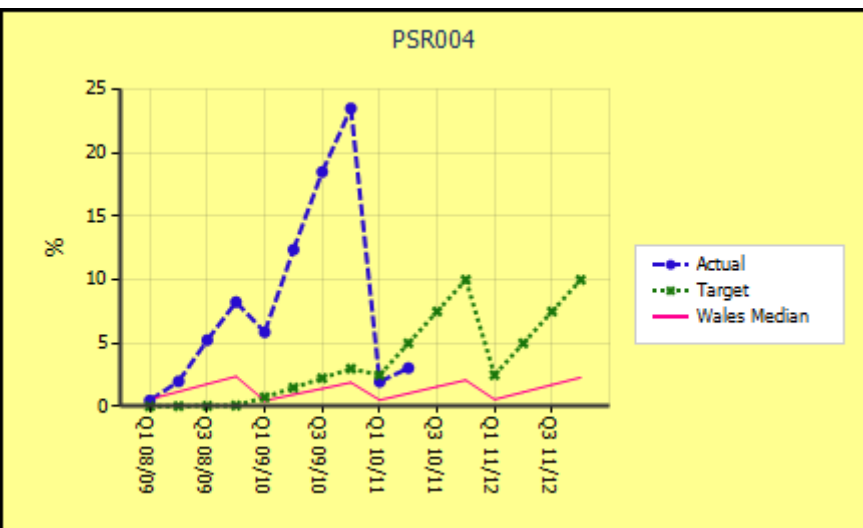
**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**Medium Risk.** The completion of the Prestatyn Extra Care Housing Project in November 2010 (2010/11) and the Ruthin Extra Care Housing project in 2011/12 will likely have a significant positive impact on this indicator and will likely be the sole factor for us achieving our targets.

**PSR/004:** The percentage of private sector dwellings that had been vacant for more than 6 months at 01 April that were returned to occupation during the year through direct action by the local authority

**Lead Head of Service:** Graham Boase, Head of Planning and Public Protection

**Lead Cabinet Member:** Councillor David Thomas



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			10.00	2.30
Q3 11/12			7.50	1.73
Q2 11/12			5.00	1.15
Q1 11/12			2.50	0.58
Q4 10/11			10.00	2.10
Q3 10/11			7.50	1.58
Q2 10/11	⬇️	3.05	5.00	1.05
Q1 10/11	⬇️	1.97	2.50	0.53
Q4 09/10	⬇️	23.50	3.00	1.91
Q3 09/10	⬇️	18.50	2.25	1.43
Q2 09/10	⬇️	12.38	1.50	0.96
Q1 09/10	⬇️	5.88	0.75	0.48

**Expected performance required to achieve top 2 quartile status in 2011/12:**

There are huge variances between the Welsh Authorities, especially for the denominator figure (vacant dwellings). Some authorities do not even report against this PI. We have a temporary Empty Homes Officer seconded to work for the Council from North Wales Housing Association. To build on our performance in this area we need to make this post permanent.

**Risks to achieving top 2 quartile status in 2011/12:**

Even though the performance for 2009/10 was 23% the next two years have been set at 10% because the quick wins will have been achieved. Loss of temporary seconded officer. Other authorities giving this area of work a higher priority therefore increasing the Welsh median. Short term increase in vacant dwellings due to regeneration in West Rhyl as part of SRA project.

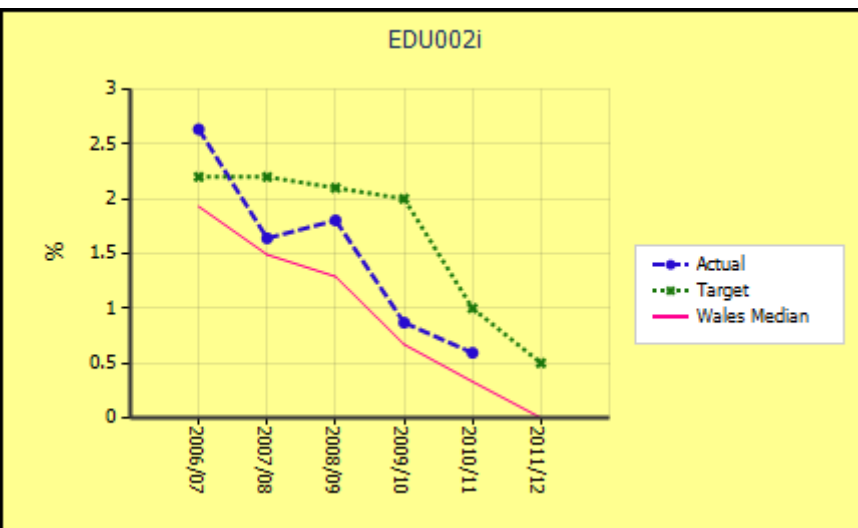
**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**Low Risk.** This is dependant on the Empty Homes Officer and the amount of outstanding long term properties. Delay on outstanding long term properties into 2011/12 from 2010/11 could have a positive impact but is possibly too late to consider at this stage.

**EDU/002i:** The percentage of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification

**Lead Head of Service:** Karen I Evans, Head of School Improvement and Inclusion

**Lead Cabinet Member:** Councillor Eryl Williams



Period	RAG	Actual	Target	Wales Median
2011/12			0.50	0.00
2010/11	–	0.59	1.00	0.33
2009/10	↑	0.87	2.00	0.67
2008/09	↓	1.80	2.10	1.29
2007/08	↑	1.64	2.20	1.49
2006/07	↑	2.64	2.20	1.93

**LOW = GOOD PERFORMANCE**

**Expected performance required to achieve top 2 quartile status in 2011/12:**

The projected median for 2010/11 is much lower than the actual achieved. Although we have continued to perform much better than in previous years we are still not expecting to achieve below the projected median. This was acknowledged to be a deprivation issue, and there are plans to do an audit to identify those most vulnerable. Positive action could be taken by schools to ensure that those at risk participate in a basic skills assessment in order to obtain an approved external qualification. It is difficult to say whether this trend of improvement will continue across Wales. If it does not and we can reduce our performance to 0.5% or below we stand a good chance of being better than the median.

**Risks to achieving top 2 quartile status in 2011/12:**

In 2009/10 we were placed 14th in Wales but as with all indicators that relate to individual cohorts of pupils it is not always possible to predict performance in relation to national trends. However, we are implementing the transformational agenda and working with schools and colleges to increase the vocational courses on offer providing more options for young people. These changes are also being implemented across Wales so it is likely that the indicator will improve across Wales as well.

**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

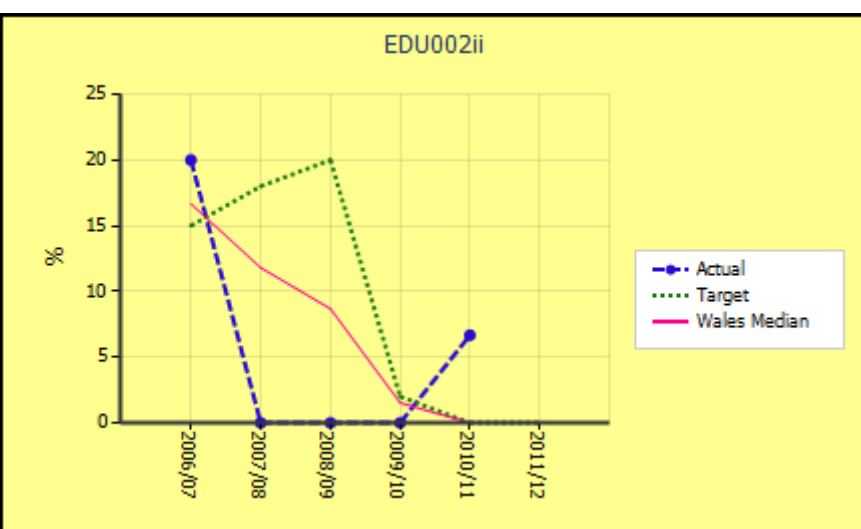
**Medium Risk.** This continues to improve and is dependant on revised median projections as 0 is unlikely to become the median across Wales. A number of other authorities in Wales are below 0.5 and 5 are below 0.25. If we achieve our 0.5 target by 2012 our successful entry into the top 2 quartiles will very likely be dependant on how well other authorities that have similar performance to us perform in the future.



**EDU/002ii:** The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification

**Lead Head of Service:** Karen I Evans, Head of School Improvement and Inclusion

**Lead Cabinet Member:** Councillor Eryl Williams



**LOW = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
2011/12			0.00	0.00
2010/11	↓	6.67	0.00	0.00
2009/10	→	0.00	2.00	1.52
2008/09	→	0.00	20.00	8.68
2007/08	↑	0.00	18.00	11.81
2006/07	↓	20.00	15.00	16.67

**Expected performance required to achieve top 2 quartile status in 2011/12:**

The cohort for this indicator is extremely small and performance can be significantly impacted by 1 individual. Individual circumstances for each of these pupils greatly affect the indicator. We are aiming / planning to be in the top two quartiles by 2011/12. However, it is very difficult to say that we are confident of achieving this until we know exactly who the young people are and what their circumstances are.

**Risks to achieving top 2 quartile status in 2011/12:**

This is dependent on a small number of looked after pupils. The pupils can change so it is difficult to predict without knowing their individual circumstances. A median figure is meaningless because the numbers and therefore the percentages are wildly different between authorities.

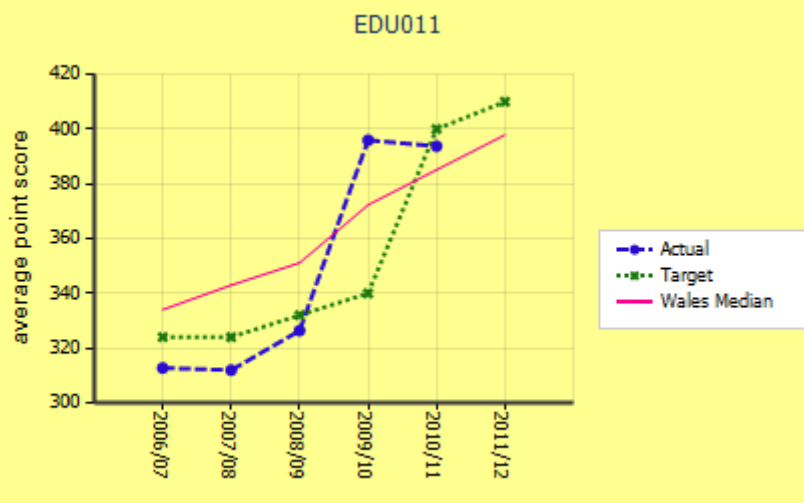
**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**Medium Risk.** The risk has increased due to a single occurrence where a LAC left without an approved qualification in the academic year 2009/10. The difficulty with this indicator relates to the small number of people that it covers, and is dependant on the robustness of a school's pastoral system. The service will make every effort to ensure that a strategy is in place to manage this. We are still confident that we will achieve top 2 quartile status for this indicator with appropriate and targeted action.

**EDU/011: The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority**

**Lead Head of Service:** Karen I Evans, Head of School Improvement and Inclusion

**Lead Cabinet Member:** Councillor Eryl Williams



Period	RAG	Actual	Target	Wales Median
2011/12			410.00	397.88
2010/11	↓	393.74	400.00	385.11
2009/10	↑	395.94	340.00	372.33
2008/09	↑	326.39	332.00	351.12
2007/08	↓	311.90	324.00	343.00

**HIGH = GOOD PERFORMANCE**

**Expected performance required to achieve top 2 quartile status in 2011/12:**

Whilst the vocational offer is robust it is currently being embedded across learning providers. It is expected however, that the average points score will increase in line with a more varied curriculum offer and as the number of online vocational courses increase.

**Risks to achieving top 2 quartile status in 2011/12:**

There are still some significant issues with some secondary schools in the county which will affect this indicator.

**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

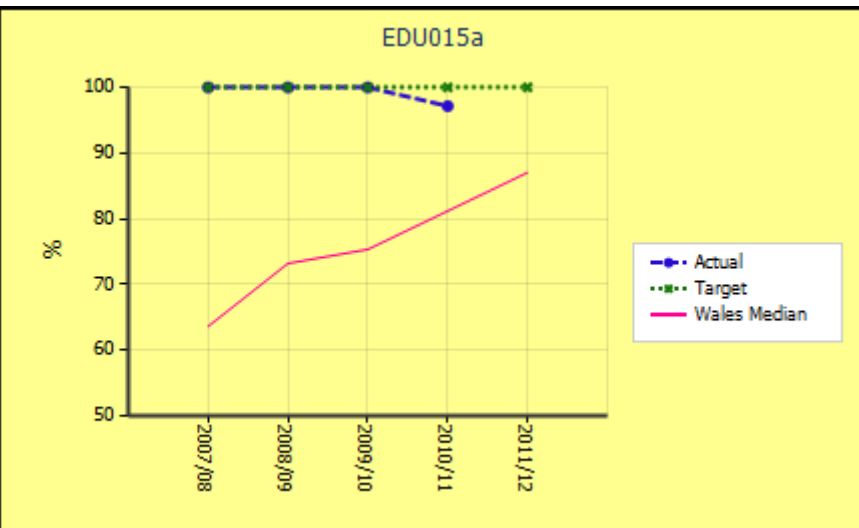
**Medium Risk.** The slight decline in average points score increases the risk as it reduces the gap between our performance and the projected median. We still expect to achieve top 2 quartile status this year despite not meeting our target. However, this places additional pressure on the service to ensure that we improve in the current academic year.



**EDU/015a: The percentage of final statements of special education need issued within 26 weeks, including exceptions**

**Lead Head of Service:** Karen I Evans, Head of School Improvement and Inclusion

**Lead Cabinet Member:** Councillor Eryl Williams



Period	RAG	Actual	Target	Wales Median
2011/12			100.00	87.04
2010/11	⬇️	97.14	100.00	81.18
2009/10	⬇️	100.00	100.00	75.32
2008/09	⬇️	100.00	100.00	73.20
2007/08	⬇️	100.00	100.00	63.60

**HIGH = GOOD PERFORMANCE**

**Expected performance required to achieve top 2 quartile status in 2011/12:**  
 It is expected that this target will be met. Based on the performance across Wales in order to achieve top 2 quartile status it is predicted that we will require at least 90% performance with this indicator.

**Risks to achieving top 2 quartile status in 2011/12:**  
 The number of statements could increase if the bid for SEN funding is not properly calculated. This is being monitored by the Service.

**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**  
**Low Risk.** We are confident that we will achieve top 2 quartile status for this indicator.

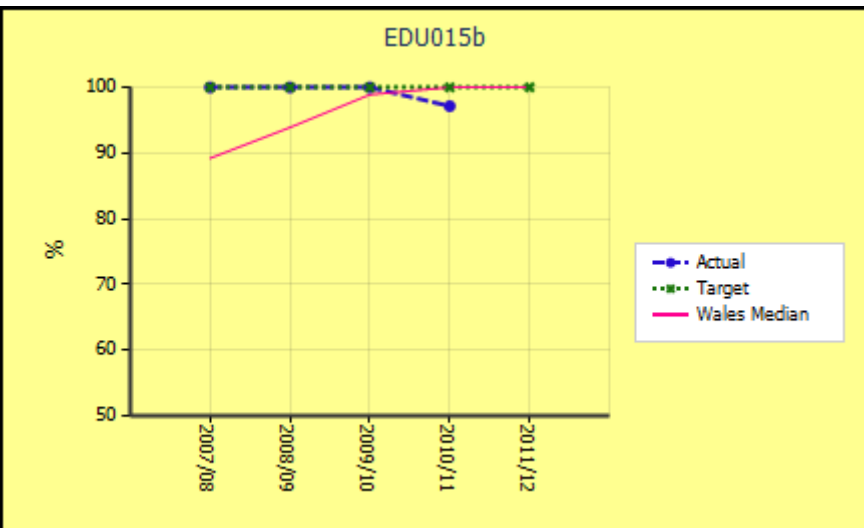




**EDU/015b: The percentage of final statements of special education need issued within 26 weeks, excluding exceptions**

**Lead Head of Service:** Karen I Evans, Head of School Improvement and Inclusion

**Lead Cabinet Member:** Councillor Eryl Williams



Period	RAG	Actual	Target	Wales Median
2011/12			100.00	100.00
2010/11	↓	97.14	100.00	100.00
2009/10	■	100.00	100.00	98.89
2008/09	■	100.00	100.00	93.90
2007/08	■	100.00	100.00	89.20

**HIGH = GOOD PERFORMANCE**

**Expected performance required to achieve top 2 quartile status in 2011/12:**

It is anticipated that this target will be met. Based on the average performance across Wales in order to achieve top 2 quartile status it is predicted that we will require 100% performance with this indicator (i.e. no issues beyond 26 weeks).

**Risks to achieving top 2 quartile status in 2011/12:**

The number of statements could increase if the bid for SEN funding is not properly calculated. This is being monitored by the Service.

**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

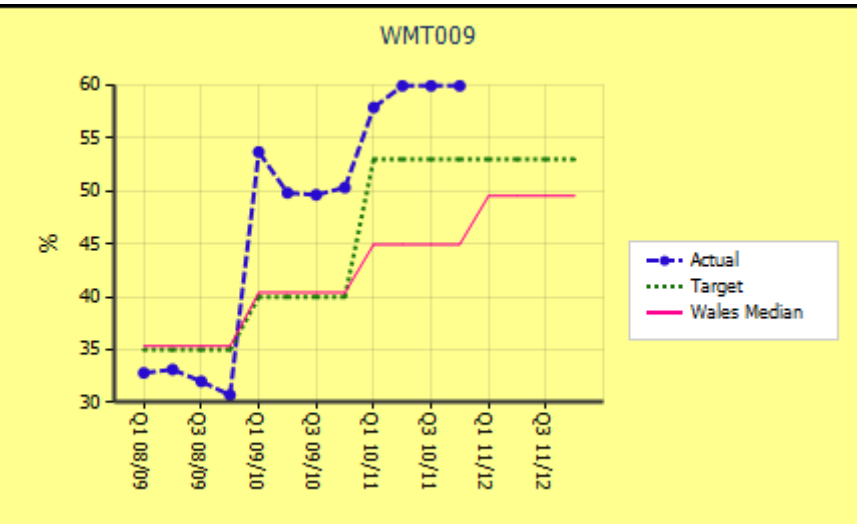
**Medium Risk.** The single occurrence where a SEN statement was issued outside the 26 week window caused the dip in performance. This is more significant for this indicator due to the better all Wales performance. We are confident that we are able to return to 100% performance in 2011/12 and therefore achieve top 2 quartile status for this indicator.



**WMT/009:** 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

**Lead Head of Service:** Steve Parker, Head of Environmental Services

**Lead Cabinet Member:** Councillor Sharon Frobisher



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			53.00	49.56
Q3 11/12			53.00	49.56
Q2 11/12			53.00	49.56
Q1 11/12			53.00	49.56
Q4 10/11	■	59.95	53.00	44.98
Q3 10/11	■	59.95	53.00	44.98
Q2 10/11	▲	59.95	53.00	44.98
Q1 10/11	▼	57.90	53.00	44.98
Q4 09/10	■	50.34	40.00	40.40
Q3 09/10	■	49.65	40.00	40.40
Q2 09/10	■	49.84	40.00	40.40
Q1 09/10	▲	53.70	40.00	40.40

**Expected performance required to achieve top 2 quartile status in 2011/12:**

48%

This figure has been revised in the light of Q1 data for 2010/11 showing that DCC's improvement continued at a higher rate than most other Local Authorities.

**Risks to achieving top 2 quartile status in 2011/12:**

Better than anticipated performance by other Local Authorities. Challenging financial situation is already affecting planned service improvement. Threat of cuts in WAG grant funding set out in recent consultation on Municipal (Waste) Sector plans. Ultimately, DCC's relative performance will be determined by the performance of the 21 other Welsh Local Authorities. The effectiveness of DCC's recycling schemes should be sufficient to maintain status without significant expansion of services.

**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

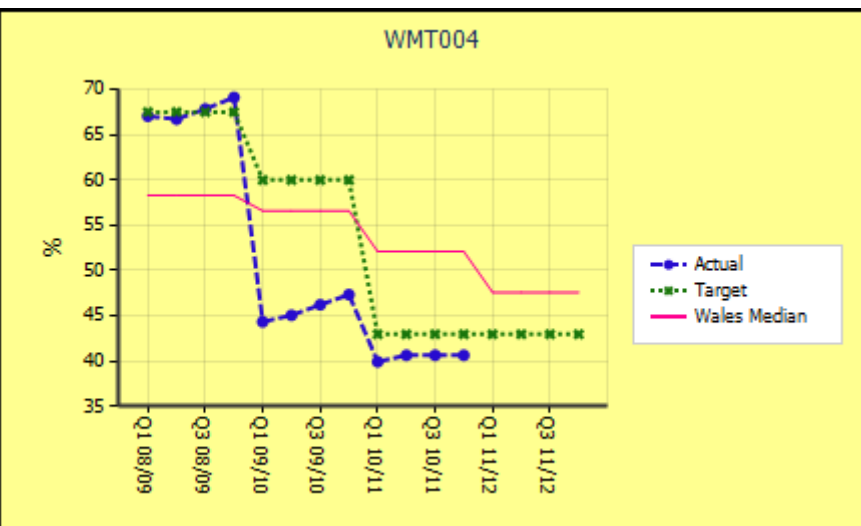
**Low Risk.** We are confident that we will achieve top 2 quartile status for this indicator.



## WMT/004: The percentage of municipal waste collected by local authorities sent to landfill

**Lead Head of Service:** Steve Parker, Head of Environmental Services

**Lead Cabinet Member:** Councillor Sharon Frobisher



**LOW = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			43.00	47.62
Q3 11/12			43.00	47.62
Q2 11/12			43.00	47.62
Q1 11/12			43.00	47.62
Q4 10/11	■	40.68	43.00	52.11
Q3 10/11	■	40.68	43.00	52.11
Q2 10/11	▾	40.68	43.00	52.11
Q1 10/11	▾	39.96	43.00	52.11
Q4 09/10	■	47.36	60.00	56.60
Q3 09/10	■	46.25	60.00	56.60
Q2 09/10	■	45.09	60.00	56.60
Q1 09/10	▴	44.38	60.00	56.60

### Expected performance required to achieve top 2 quartile status in 2011/12:

50%

This figure has been revised in the light of Q1 data for 2010/11 showing that DCC's improvement continued at a higher rate than most other Local Authorities.

### Risks to achieving top 2 quartile status in 2011/12:

Would be greatly affected by more LAs choosing to use residual waste treatment facilities (as only Bridgend, NPT and Flintshire do at present). Also, better than anticipated recycling and composting performance by other LAs.

Ultimately, DCC's relative performance will be determined by the performance of the 21 other Welsh Local Authorities. The effectiveness of DCC's recycling schemes should be sufficient to maintain status without significant expansion of services or the need to specify residual waste treatment in place of landfill in the short term.

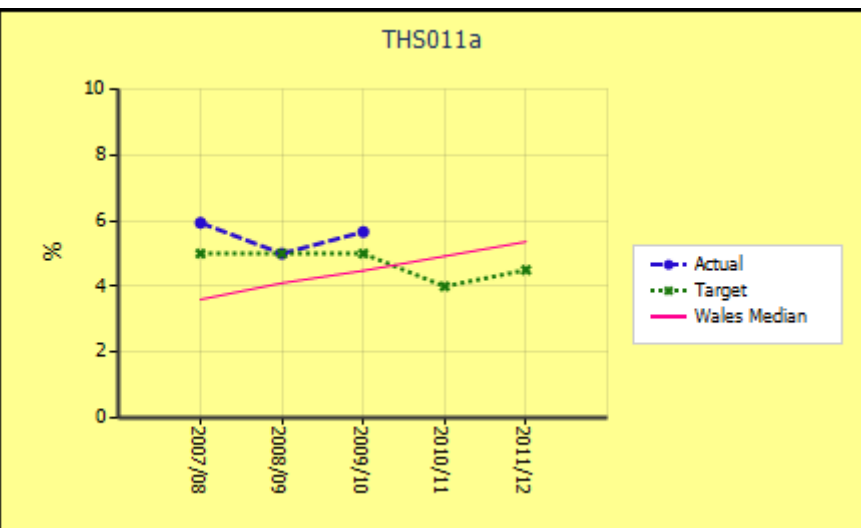
### 3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

**Low Risk.** We are confident that we will achieve top 2 quartile status for this indicator.

## THS/011a: The percentage of principal (A) roads that are in overall poor condition

**Lead Head of Service:** Stuart Davies, Head of Highways and Infrastructure

**Lead Cabinet Member:** Councillor Sharon Frobisher



Period	RAG	Actual	Target	Wales Median
2011/12			4.50	5.36
2010/11			4.00	4.92
2009/10	↓	5.66	5.00	4.48
2008/09	↑	5.00	5.00	4.10
2007/08	↓	5.94	5.00	3.60

**LOW = GOOD PERFORMANCE**

### Expected performance required to achieve top 2 quartile status in 2011/12:

4%.

In 2008/09 Denbighshire was 12th overall so a small improvement should boost our position appropriately. If continued investment is available then an improvement would almost certainly materialise such that second quartile performance should be achievable.

### Risks to achieving top 2 quartile status in 2011/12:

Right across Wales the condition of A roads is deteriorating and our own performance was lower than our target performance for 2009/10 despite substantial investment. This would indicate that the network is in a very fragile state and any underfunding would show up rapidly.

### 3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

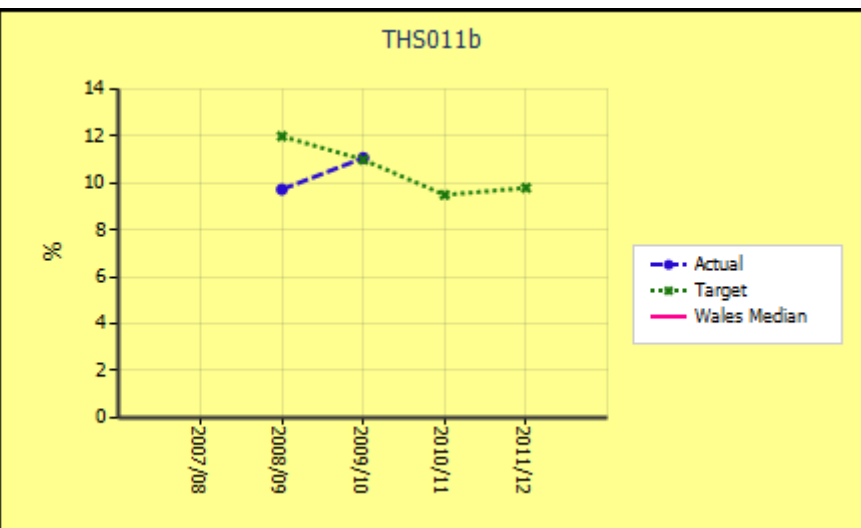
**High Risk.** Given the current trend in the Wales median, maintaining our current level has the potential to place us around the level of the Wales median in 2011/12. Given the decline in the condition of our roads in 2009/10, it is currently difficult to be confident that this is achievable.



## THS011b: The percentage of non-principal/classified (B) roads that are in overall poor condition

**Lead Head of Service:** Stuart Davies, Head of Highways and Infrastructure

**Lead Cabinet Member:** Councillor Sharon Frobisher



Period	RAG	Actual	Target	Wales Median
2011/12			9.80	
2010/11			9.50	
2009/10	↓	11.08	11.00	
2008/09	↓	9.73	12.00	

**LOW = GOOD PERFORMANCE**

### Expected performance required to achieve top 2 quartile status in 2011/12:

9.50%

This is necessarily an approximation as this is a new P.I. following the division of B roads from the other road classification. Given adequate and targetted funding we could achieve top 2 quartile status, particularly if road conditions elsewhere deteriorate more rapidly.

### Risks to achieving top 2 quartile status in 2011/12:

Without actually knowing the Wales median figure it is difficult to assess Denbighshire's current position but it is probably likely that we are somewhere in the middle so any ongoing deterioration of the network will have a noticeable affect without targetted investment.

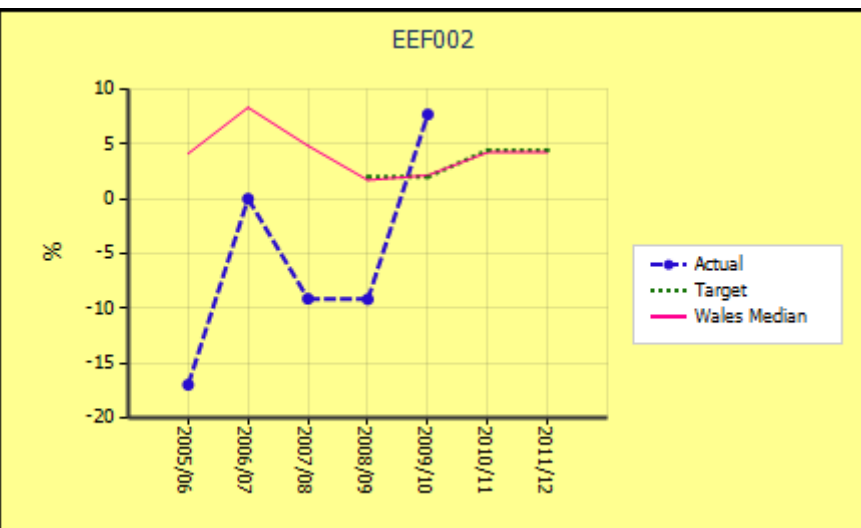
### 3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

**High Risk.** Given the current trend in the Wales median, maintaining our current level has the potential to place us around the level of the Wales median in 2011/12. Given the decline in the condition of our roads in 2009/10, it is currently difficult to be confident that this is achievable.

## EEF/002: The percentage change in carbon dioxide emissions in the non-domestic public building stock

**Lead Head of Service:** Roger Parry, Head of Finance and Assets

**Lead Cabinet Member:** Councillor Paul Marfleet



**HIGH = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
2011/12			4.45	4.24
2010/11			4.45	4.24
2009/10	↑	7.71	2.00	2.15
2008/09	↓	-9.18	2.00	1.71
2007/08		-9.12		4.85
2006/07		0.01		8.34
2005/06		-16.98		4.13

### Expected performance required to achieve top 2 quartile status in 2011/12:

Assuming the projected median DCC would aim to achieve a 5% reduction in carbon emissions to be in the top 2 quartiles. If energy efficiency projects planned for 2010/11 delivered and significant funding secured for 2011/12. In addition to building maintenance, build and major refurbishment's putting carbon reduction at the forefront of what they deliver. In addition to the Asset Rationalisation project delivering the planned disposal of a number of assets.

### Risks to achieving top 2 quartile status in 2011/12:

Funding has not been secured for energy efficiency projects in 2011/12. Energy management function not given the adequate personnel to deliver projects to time, cost and quality. In addition, there is a lag time between energy efficiency projects being completed and the full carbon savings being realised. Building maintenance, build and major refurbishment projects not putting carbon reduction as a key consideration in their planning and delivering.

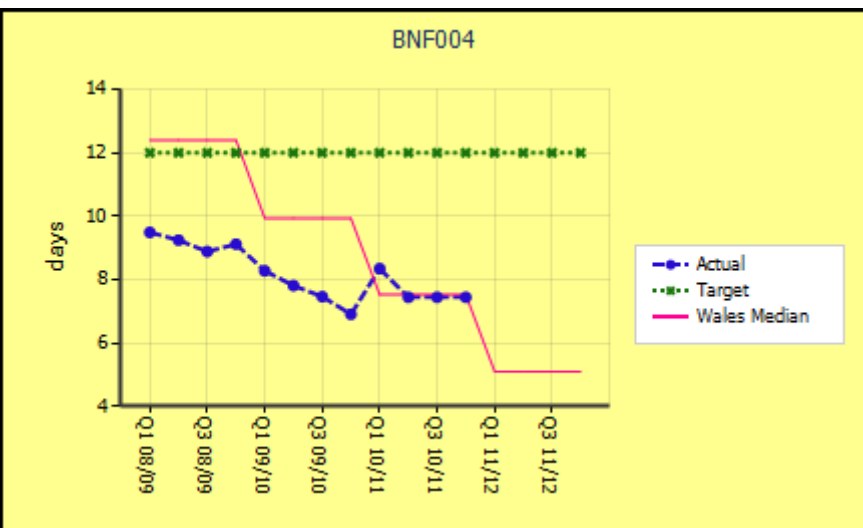
### 3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

**Medium Risk.** Being based on a percentage change from one year to the next it makes it progressively more difficult to maintain a positive status unless continuous support and activity takes place. We now have a plan and an officer in post to deliver this.

## BNF/004: Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events

**Lead Head of Service:** Roger Parry, Head of Finance and Assets

**Lead Cabinet Member:** Councillor Julian Thompson-Hill



**LOW = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			12.00	5.11
Q3 11/12			12.00	5.11
Q2 11/12			12.00	5.11
Q1 11/12			12.00	5.11
Q4 10/11	■	7.45	12.00	7.53
Q3 10/11	■	7.45	12.00	7.53
Q2 10/11	■	7.45	12.00	7.53
Q1 10/11	■	8.35	12.00	7.53
Q4 09/10	■	6.91	12.00	9.94
Q3 09/10	■	7.47	12.00	9.94
Q2 09/10	■	7.82	12.00	9.94
Q1 09/10	■	8.28	12.00	9.94

### Expected performance required to achieve top 2 quartile status in 2011/12:

We do not expect the median to decrease at the predicted rate based on the incoming changes to Housing Benefits in April 2011. At best we expect the median to remain at or near 10 days. Our current performance is 8 days which places us within the predicted top two quartiles. Once more data is available a more accurate projection should be possible.

### Risks to achieving top 2 quartile status in 2011/12:

Minimal, we are already upper quartile. We expect to remain in the top two quartiles although there are known changes that will affect the current processing of Housing Benefit from April 2011. There are changes to allowances claimable, leading to increases in caseload, and increases in administration. Once these changes come into effect we will need to carry out a range of activity to ensure that we comply. This activity directly relates to the time taken to process the benefits and we anticipate some delay. As this is going to affect all LA we do believe that any time delay experienced would also be experienced by all other LA, in effect reducing the risk of falling out of the top two quartiles.

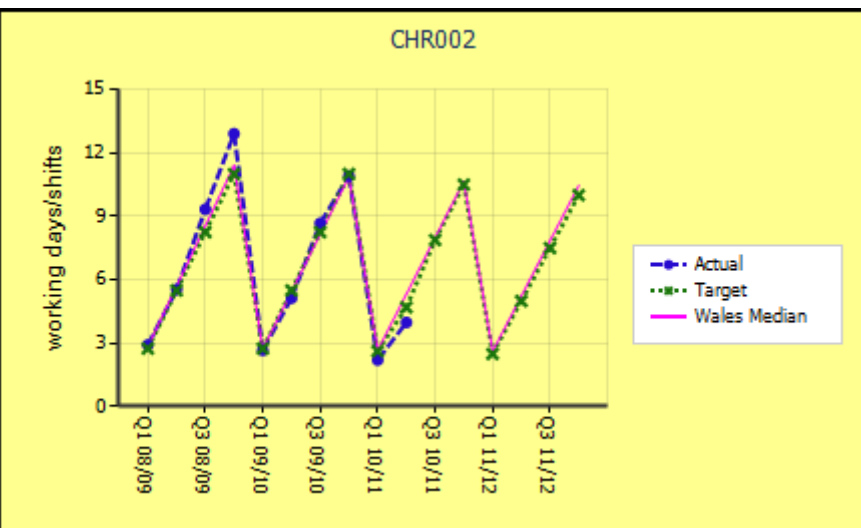
### 3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

**Low Risk.** We are confident that we will achieve top 2 quartile status for this indicator. Although the median projection looks to fall we do not expect it to fall significantly below the current 2009/10 median.

**CHR/002: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence**

**Lead Head of Service:** Linda Atkin, Head of Strategic Human Resources

**Lead Cabinet Member:** Councillor Paul Marfleet



**LOW = GOOD PERFORMANCE**

Period	RAG	Actual	Target	Wales Median
Q4 11/12			10.00	10.46
Q3 11/12			7.50	7.85
Q2 11/12			5.00	5.23
Q1 11/12			2.50	2.62
Q4 10/11			10.50	10.66
Q3 10/11			7.88	7.99
Q2 10/11	⬇️	3.98	4.70	5.33
Q1 10/11	⬆️	2.21	2.63	2.67
Q4 09/10	⬆️	10.91	11.00	10.87
Q3 09/10	⬇️	8.67	8.25	8.15
Q2 09/10	⬆️	5.13	5.50	5.44
Q1 09/10	⬆️	2.67	2.75	2.72

**Expected performance required to achieve top 2 quartile status in 2011/12:**

The performance target for DCC is marginally lower than the projected median for Wales. As such our expectation is that we do achieve this status.

**Risks to achieving top 2 quartile status in 2011/12:**

- The Change Programme results in higher stress levels and increased absence
- Managers fail to manage absence in line with the Sickness Framework
- Financial support for the spend to save post to focus on absence is withdrawn
- Occupational Health resources are insufficient to support the management of absence

**3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:**

**Medium Risk.** Our current performance targets track the Wales median with little or no margin for fluctuation. When this is coupled with the increased pressures staff are likely to experience as changes are anticipated as a result of the budget pressures this increases the likelihood that we may see more occurrences of sickness absence throughout the year.



# DEMOGRAPHIC CHANGE

## Improvement Objective 1

*Adapting service delivery to address demographic changes*

### Outcomes

Older people are able to live independently for longer

People with learning disabilities are able to live independently for longer

Community facilities are available to meet the needs of an increasing population of older and disabled people

### Owner

**Sally Ellis**, Corporate Director: Social Services and Housing



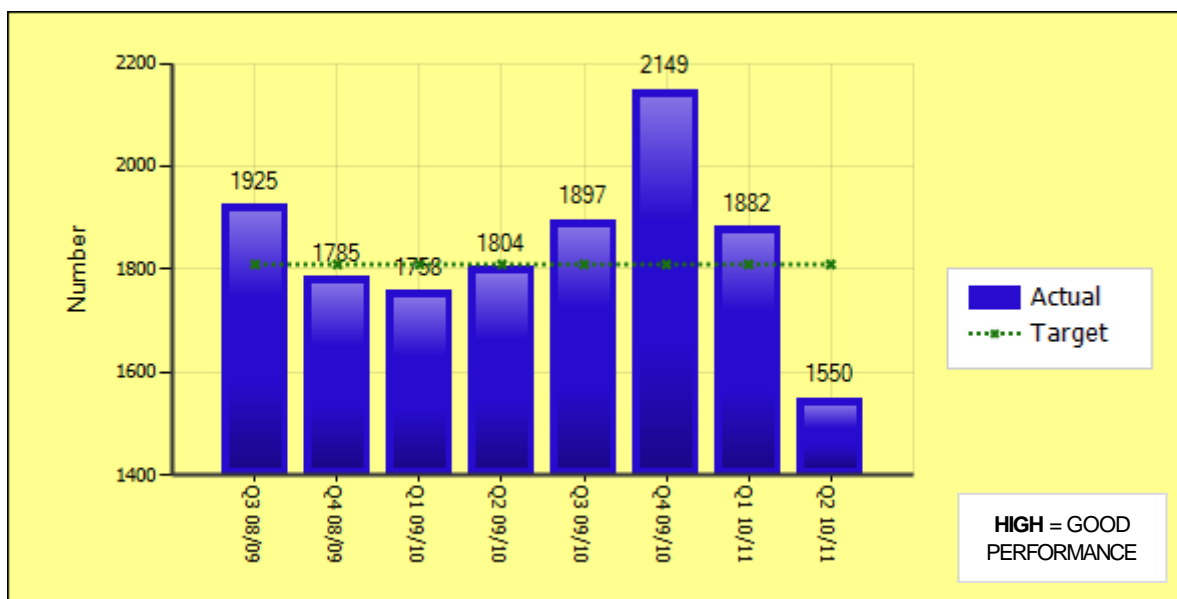
# Indicators of Success

**Key Performance Indicator** - The rate of older people (aged 65 or over) supported in the community (2012 Indicator SCA002a)



Period	Comment
Q2 10/11	

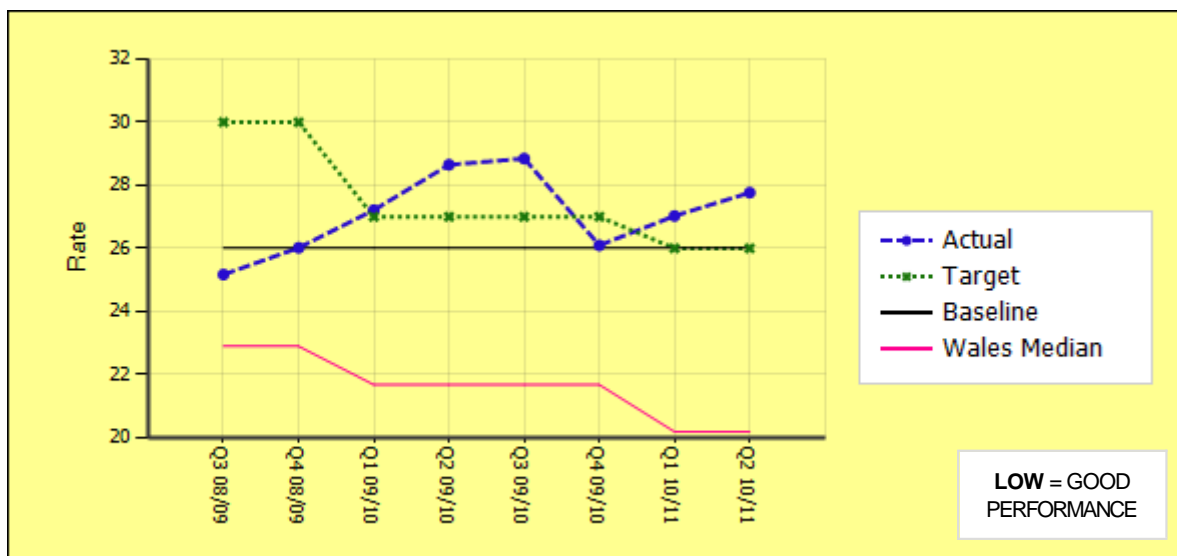
**Key Performance Indicator** - The number of older people aged 65+ who are helped to live at home



Period	Comment
Q2 10/11	There are some specific data collection issues that are being addressed in relation to this indicator. Specifically telecare services and bath hoists are not included in the data. Performance is therefore under reflected in the data and processes are being established to rectify this. It is also the case that the implementation of reablement will have an increasingly positive impact in promoting independence and reducing the number of people receiving continuous support from the Department.

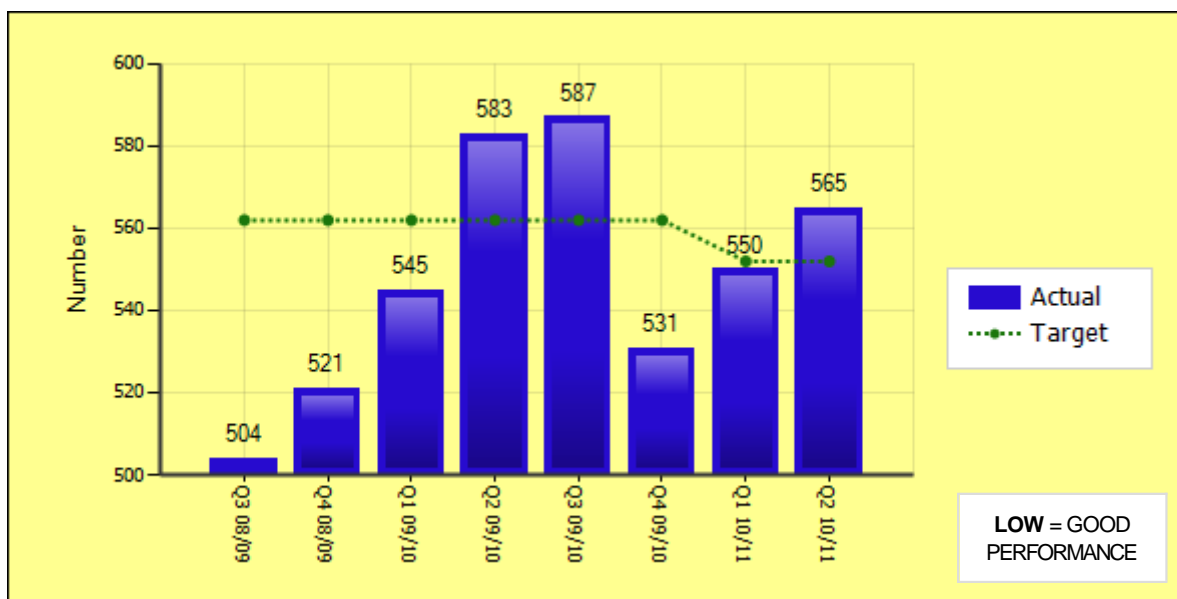
# Indicators of Success

**Key Performance Indicator** - The rate of older people (aged 65 or over) whom the authority supports in care homes



Period	Comment
Q2 10/11	

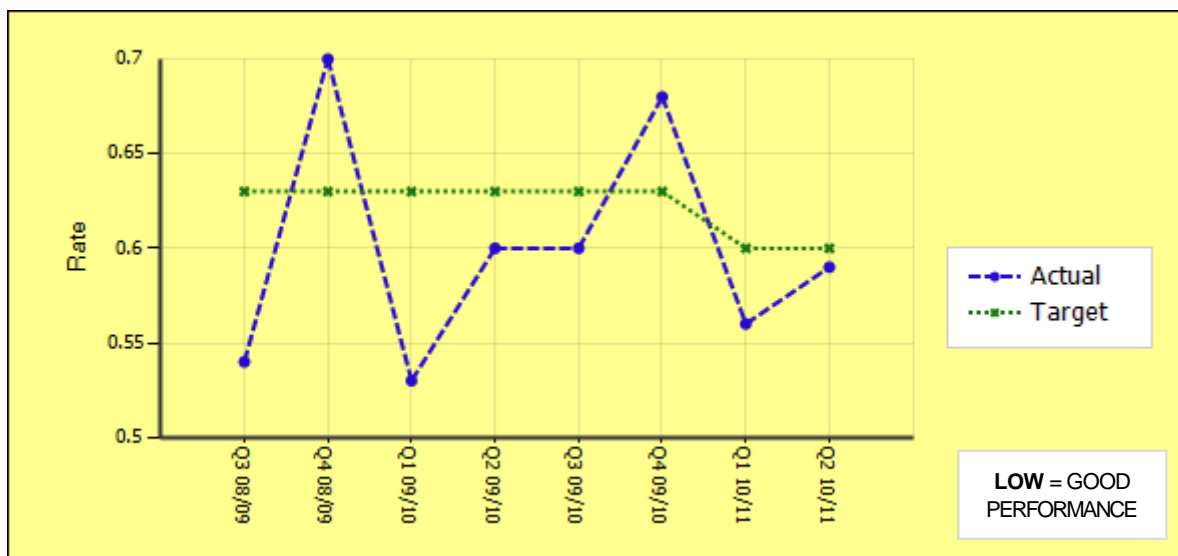
**Key Performance Indicator** - The number of older people aged 65+ who are supported in a care home



Period	Comment
Q2 10/11	There has been an increase of 15 people supported in Care Homes during quarter 2. However, during the quarter there were an additional 12 people who are self funding clients awaiting the sale of their properties. There are now 46 people in this position.

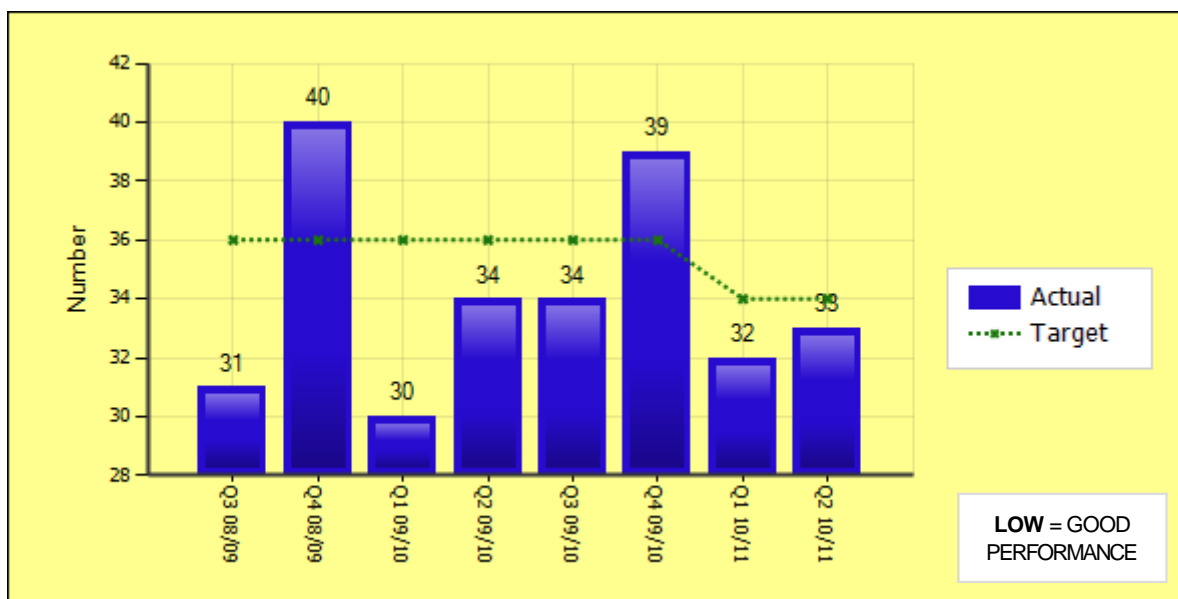
# Indicators of Success

**Key Performance Indicator** - The rate of adults aged 18 - 64 with a learning disability who are supported in a care home



Period	Comment
Q2 10/11	We are on track to meet our target.

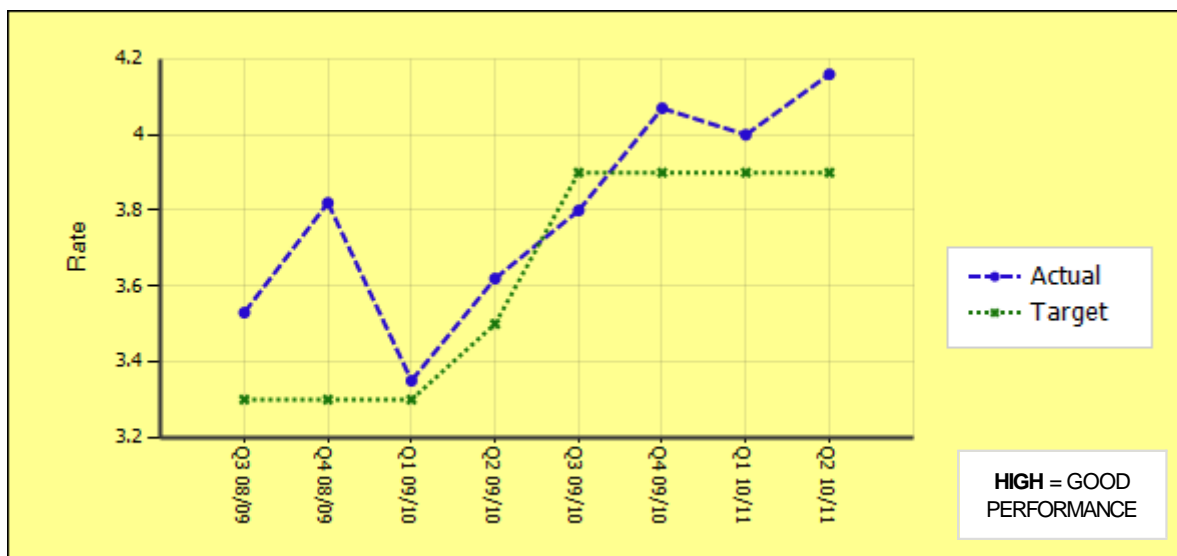
**Key Performance Indicator** - The number of adults aged 18 - 64 with a learning disability who are supported in a care home



Title	Comment
	We are on track to meet our target.

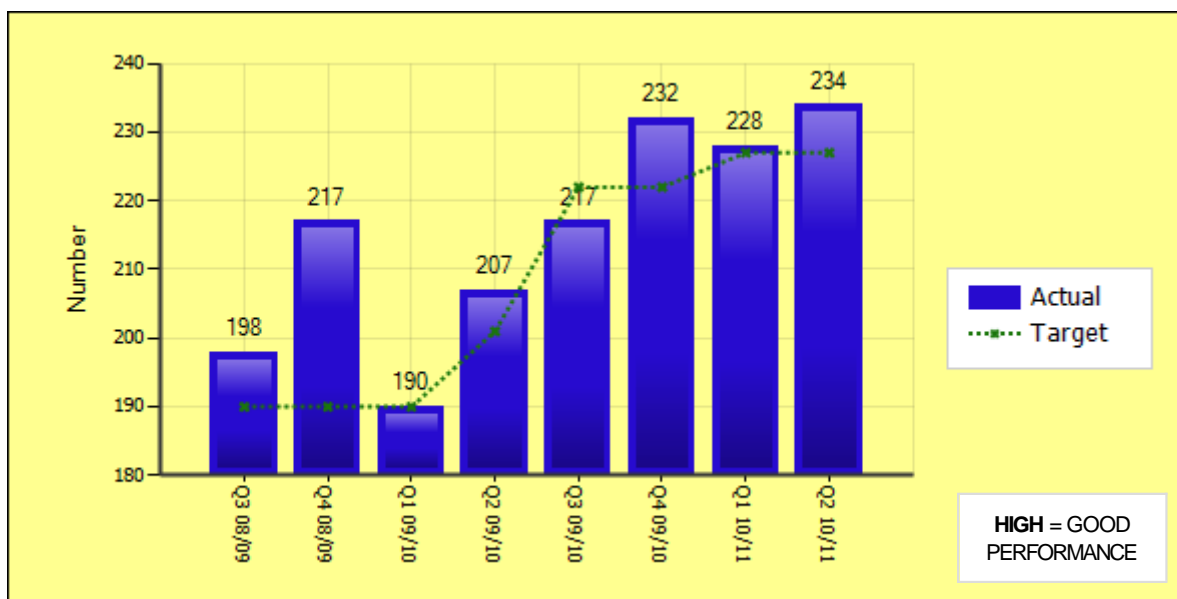
# Indicators of Success

**Key Performance Indicator** - The rate of adults with learning disabilities helped to live at home



Period	Comment
Q2 10/11	We are on track to meet our target

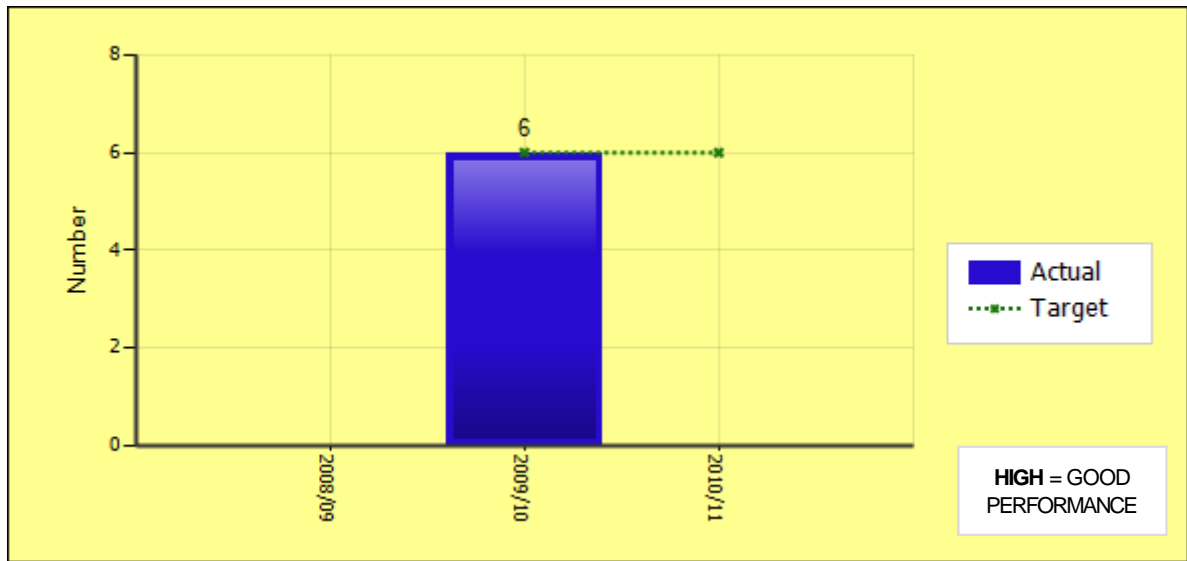
**Key Performance Indicator** - The numbers of adults with learning disabilities helped to live at home



Period	Comment
Q2 10/11	We are on track to meet the target of 227 people supported (excluding professional support).

# Indicators of Success

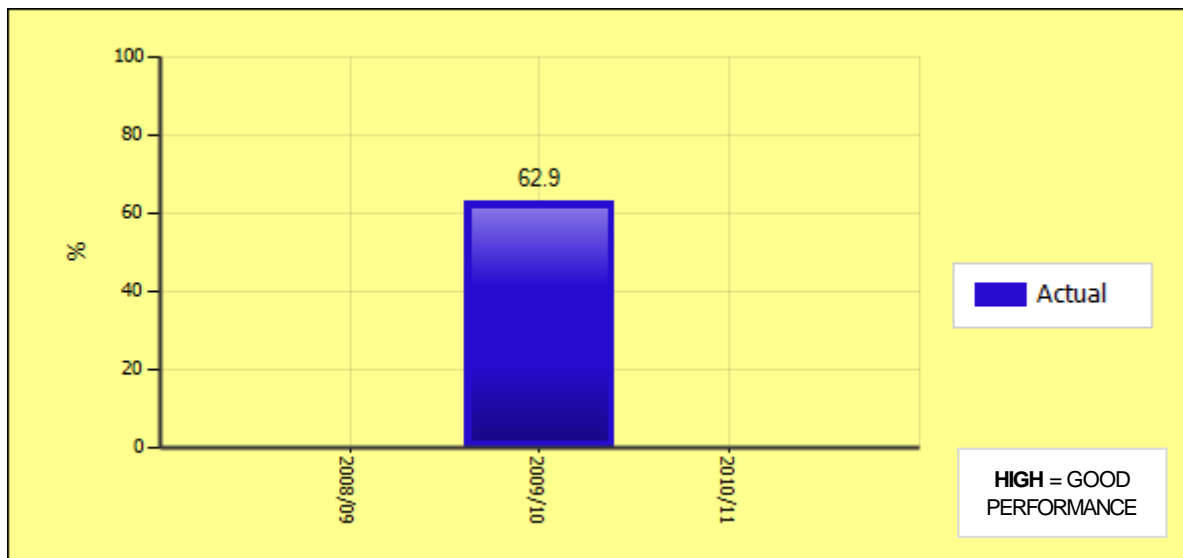
**Key Performance Indicator** - Communities engaged in developing sustainable support networks for older people



Period	Comment
2010/11	

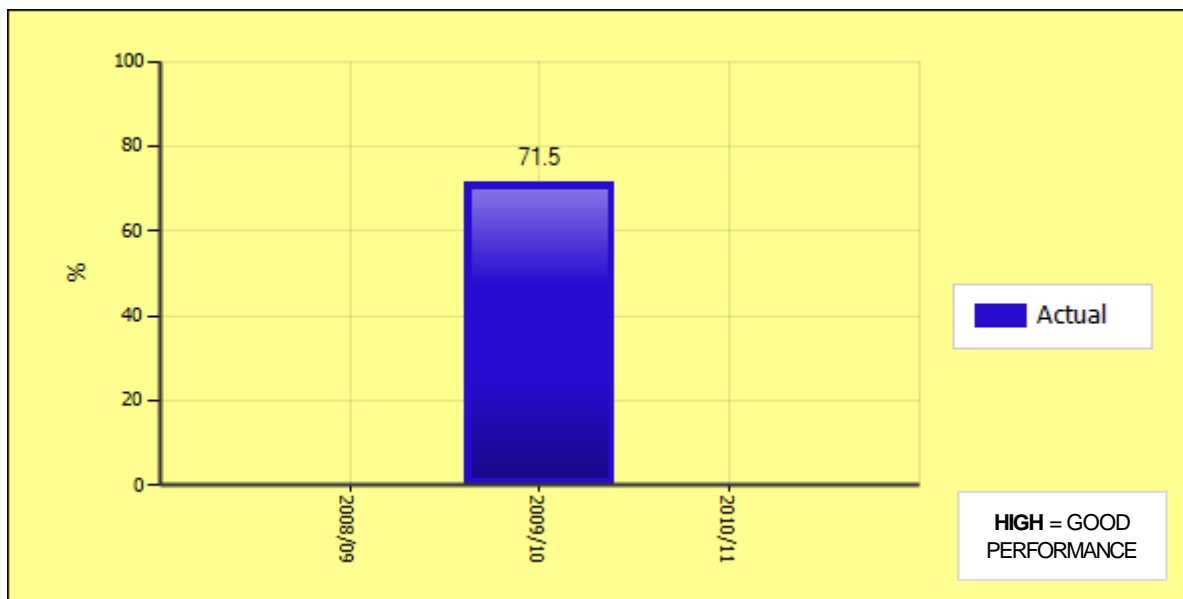
# Residents Survey

**Residents Survey Q29E** - The percentage of residents responding positively to the statement: My council has helped me to live independently (excluding don't knows)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

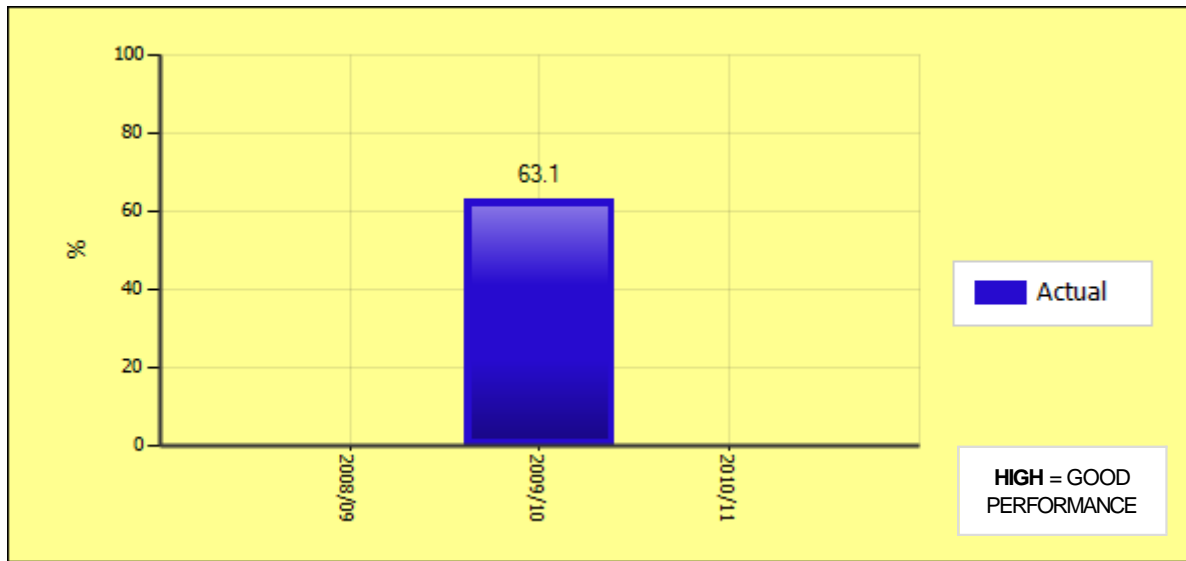
**Residents Survey Q29F** - The percentage of residents responding positively to the statement: My council has helped vulnerable people in general to live independently (excluding don't knows)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

# Residents Survey

**Residents Survey Q29H** - The percentage of residents responding positively to the statement: My council will help me when I need social care support (excluding don't knows)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

# Improvement Activity

Period	Title	RAG	Lead Member	Comment
Q2 10/11	Intensively Supported Independent Living		Cllr Pauline Dobb	Project agreed to build 3 bungalows each for 4 people on the site. Identified clients are being approached, however, Planning Permission has not yet been granted.
Q2 10/11	Review of Services Provided to Older People in Sheltered Housing		Cllr Pauline Dobb	Work ongoing with an external consultant to align the Sheltered Housing Strategy with the Supporting People Strategy. Due to this work, a target date for consultation has not been set.
Q2 10/11	Ruthin Extra Care Housing		Cllr Pauline Dobb	1 week delay but still on track to complete July. The interested parties list is continuing to grow.
Q2 10/11	Telecare in Denbighshire		Cllr Pauline Dobb	Fully integrated into SSD now. Work taking place to reduce waiting list by accrediting practitioners to carry out low level assessments. Response service extended for another 6 months. Operational process being drafted. Update on Strategy in draft form. Exit strategy from Telecare Project Manager in place.
Q2 10/11	National Aquatics Plan		Cllr Morfudd Jones	The current activity to encourage greater participation in the National Aquatics Plan is progressing on track. We have increased participation in water sports and are on track to continue to maintain the rate for free swims available.
Q2 10/11	Prestatyn Extra Care Housing		Cllr Pauline Dobb	Prestatyn Extra Care on schedule for opening Jan 2011. Allocation procedures have commenced and properties are currently being allocated in preparation. All works on schedule.
Q2 10/11	Regional collaboration with other Councils and NHS to support learning disabilities clients		Cllr Pauline Dobb	Negotiations with the providers will continue through October and it is likely that the unit will be able to quantify the cashable savings by November. BCUHB have shown an interest in contributing to the unit and a business case has been developed. Consideration is now being given about whether to extend the service to cover all adult residential placements.
Q2 10/11	Develop co-located Health and Social Care models throughout Denbighshire		Cllr Pauline Dobb	Currently exploring accommodation options in key locations across the county with health colleagues.
Q2 10/11	Develop individual budgets and self directed support for learning disabilities clients		Cllr Pauline Dobb	The Citizen Directed Support (CDS) Pilot in Learning Disabilities is progressing well. A full evaluation of service users and others involved in the project is scheduled for December 2010. Following the evaluation, a Scrutiny Report is to be presented Jan 2011 and will inform any future roll-out of the service.
Q2 10/11	Establish Community Initiatives		Cllr Pauline Dobb	Community initiatives continue to be successfully developed
Q2 10/11	Facilitate employment and work experience opportunities through effective partnerships		Cllr Pauline Dobb	Follow up report being taken to CET to improve the number of people being employed by the County. Meifod/Cefndy partnership is on target for merger in April 2011. Progression Support Worker appointed and working well.
Q2 10/11	Implement and embed the Council's reablement approach to Care Planning across services to older people		Cllr Pauline Dobb	The Reablement Team is now fully functional and staff are becoming familiar with new roles and responsibilities including the role of short term care coordinator. A triage system has been introduced in the community and referrals are directed to the Reablement Team, RARS and OT to ensure people's potential for maximising independence is explored before longer term packages are arranged. 13% fewer new care packages requested from Apr10 to Jun10 compared to the same period last year.



# REGENERATING OUR COMMUNITIES

## Improvement Objective 2

*Reducing deprivation and growing Denbighshire's economy sustainably by strategically targeting resources*

### Outcomes

Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales

We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available

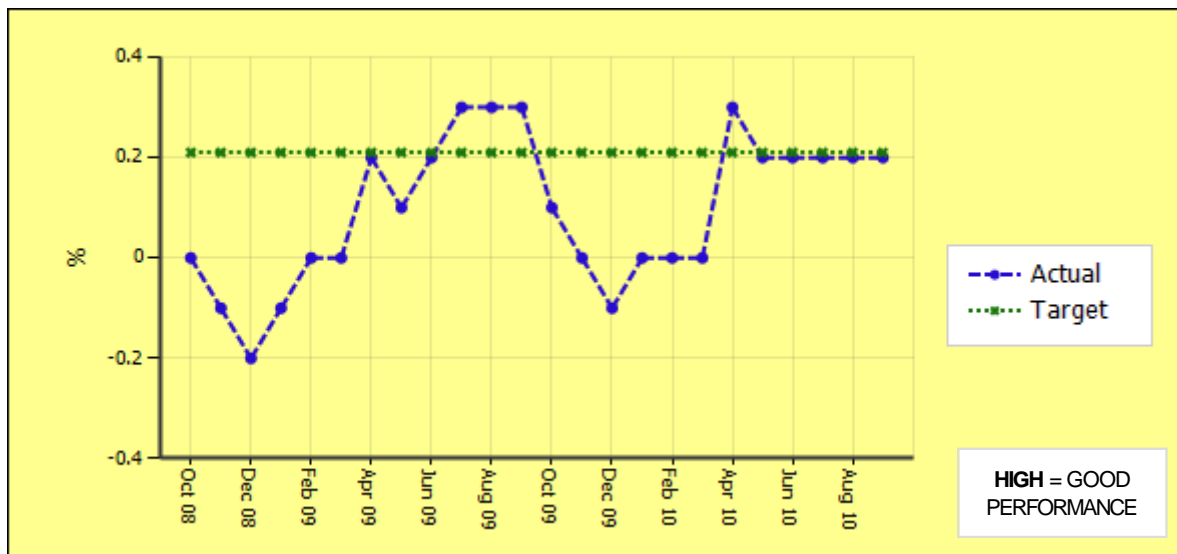
The rate of decline in the rural economy will be reduced

### Owner

**Iwan Prys-Jones**, Corporate Director: Environment

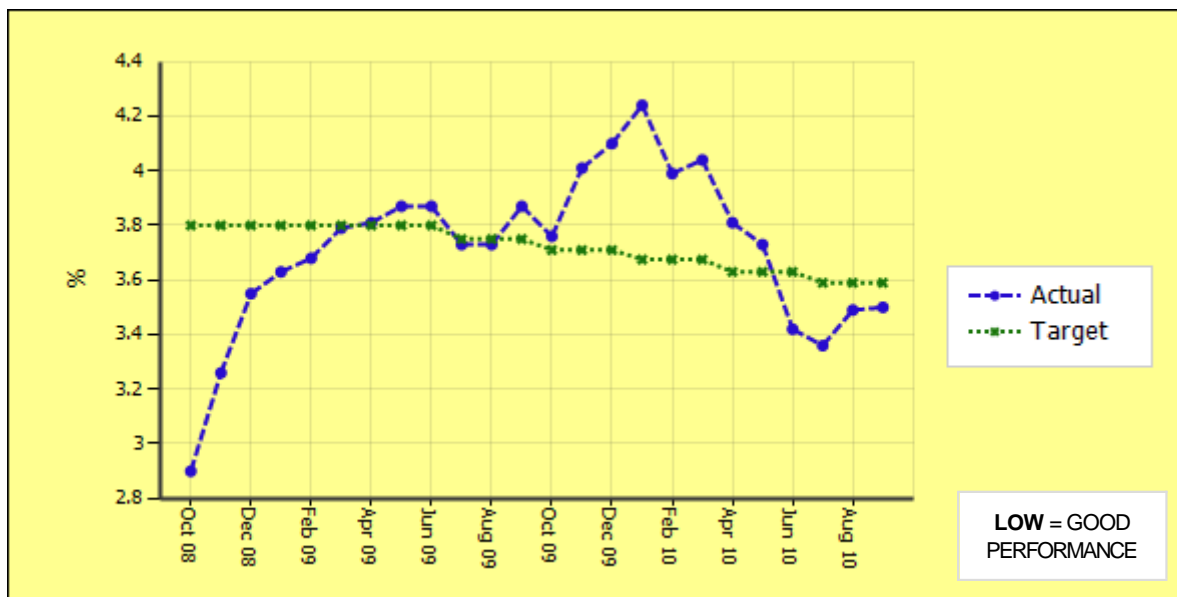
# Indicators of Success

**Key Performance Indicator** - The relative reduction in Job Seekers Allowance claimants in Denbighshire



Period	Comment
Sep 10	The gap between the Wales and Denbighshire rates of Jobseekers Allowance claimants is 0.20 percentage points. This is the same size as the gap recorded in the 2008/09 baseline year and is therefore shown as AMBER. The Wales Level is 3.7% and the Denbighshire 3.5%

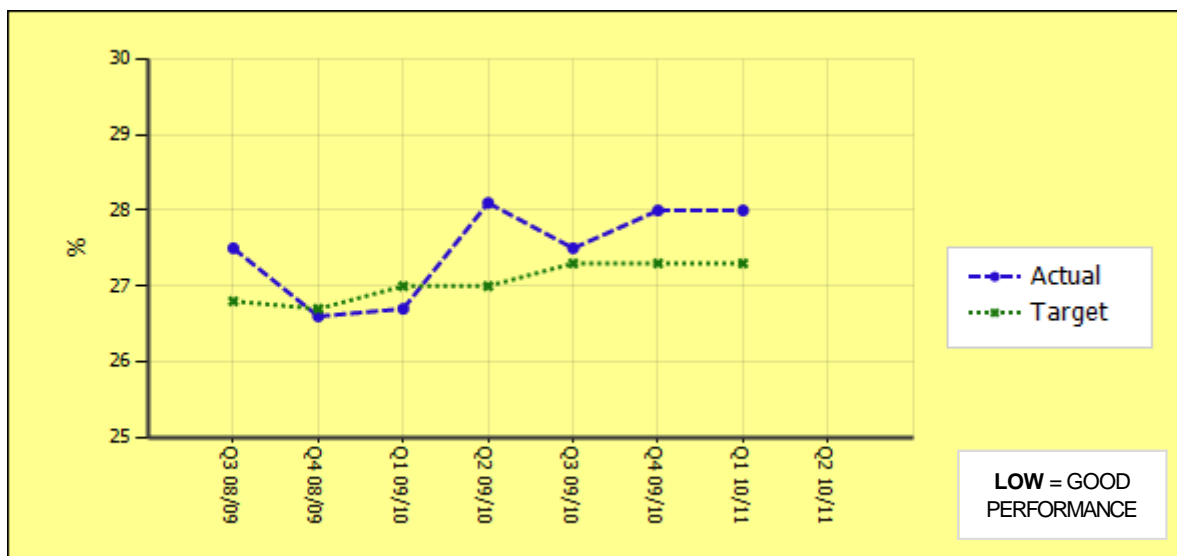
**Key Performance Indicator** - The relative reduction in Job Seekers Allowance claimants in each LSOA area in Rhyl



Period	Comment
Sep 10	Despite slight increases in recent months we remain on target to have reduced the gap between the rate of Jobseekers Allowance Claimants in Rhyl and the Denbighshire level by 0.5 over the course of 2009-12.

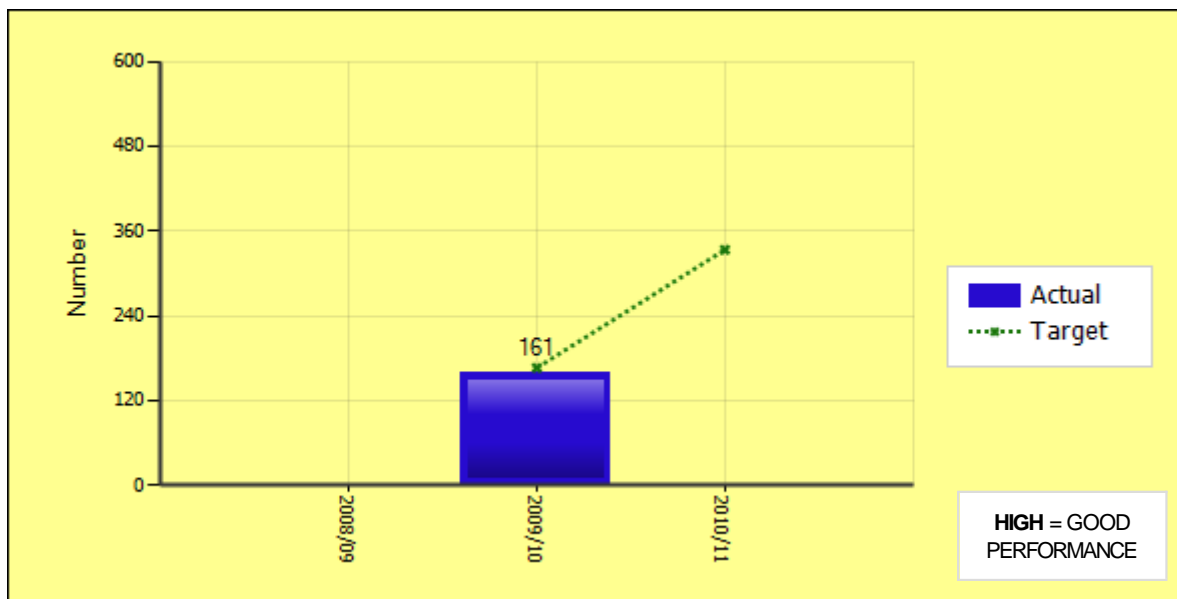
# Indicators of Success

**Key Performance Indicator** - The relative reduction in economic inactivity



Period	Comment
Q2 10/11	The rate of economically inactive people in Denbighshire was brought below the Wales level in the first two quarters of 2009/10 but has subsequently increased and has remained stubbornly higher than the Wales level since the third quarter of 2009/10. The latest figures show Denbighshire on 28% and Wales on 27.3%.

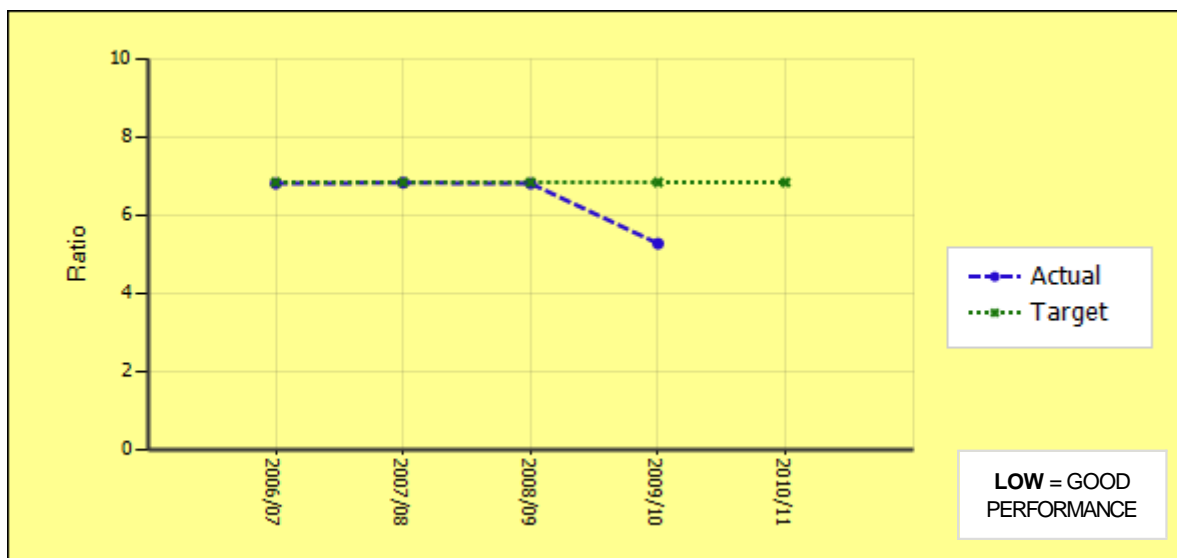
**Key Performance Indicator** - To reduce the number of people below the 60% poverty line



Period	Comment
2010/11	Figures will be available at the end of the year. We are currently on track to meet our target.

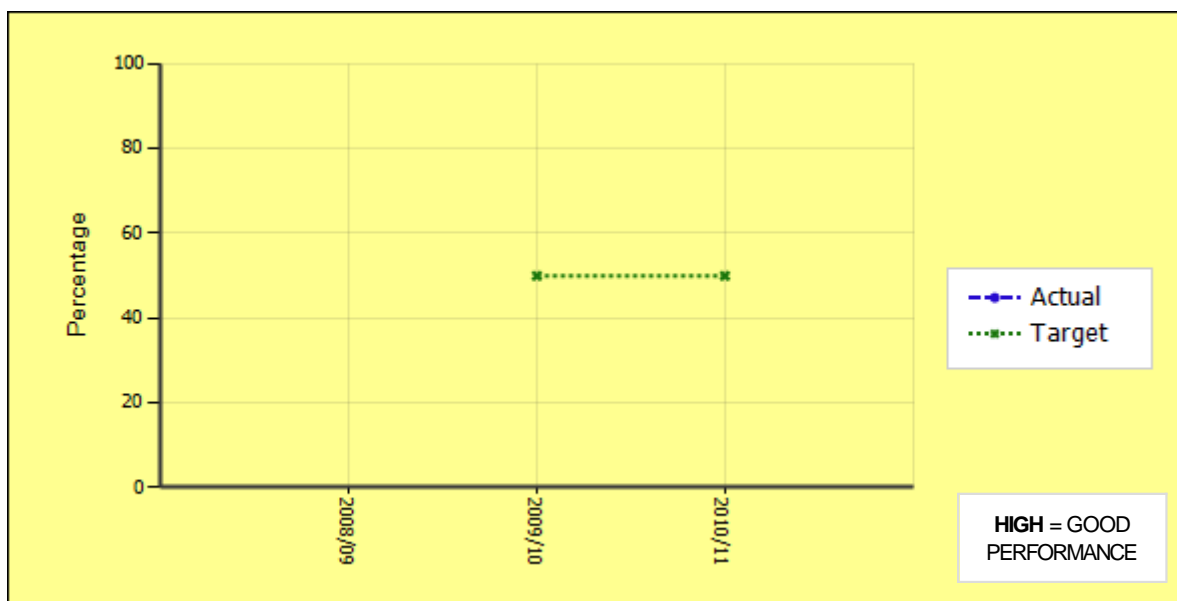
# Indicators of Success

**Key Performance Indicator** - The ratio of average house prices to average earnings



Period	Comment
2010/11	Annual measure. Figures will be available at the end of the year.

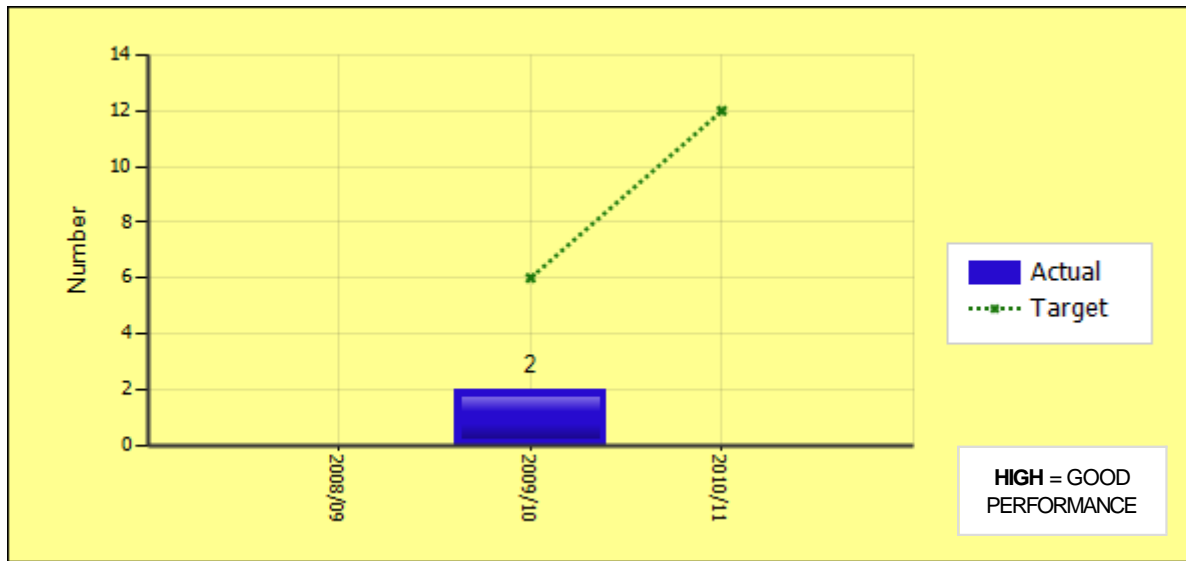
**Key Performance Indicator** - The additional number of Houses in Multiple Occupation (HMO's) taken through the licensing scheme



Period	Comment
2010/11	The target was 50 per annum by 2011/12. This is a new scheme and we will start recording against this measure in 2010/11.

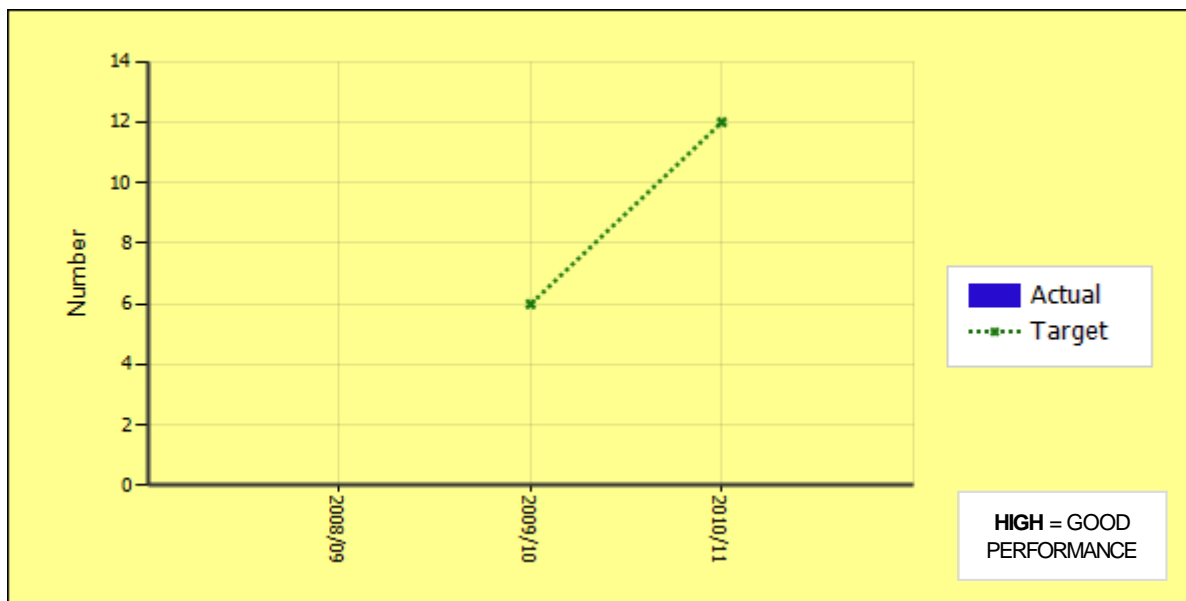
# Indicators of Success

**Key Performance Indicator** - The number of social enterprises assisted



Period	Comment
2010/11	

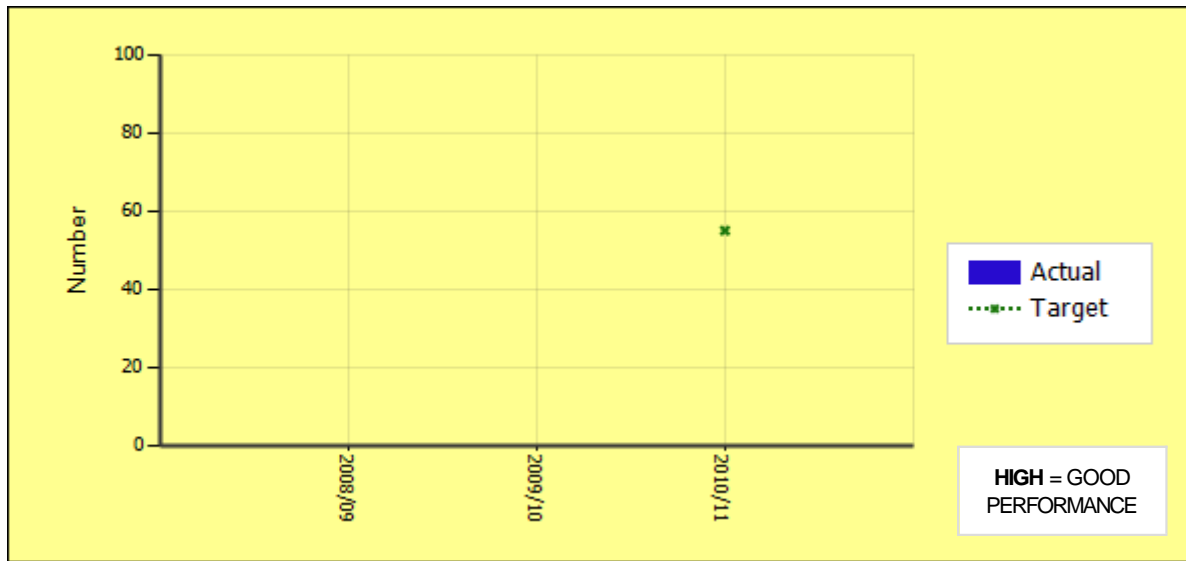
**Key Performance Indicator** - The number of village facilities improved



Period	Comment
2010/11	Project delayed in starting. Target will be achieved by project end date - Feb 2011.

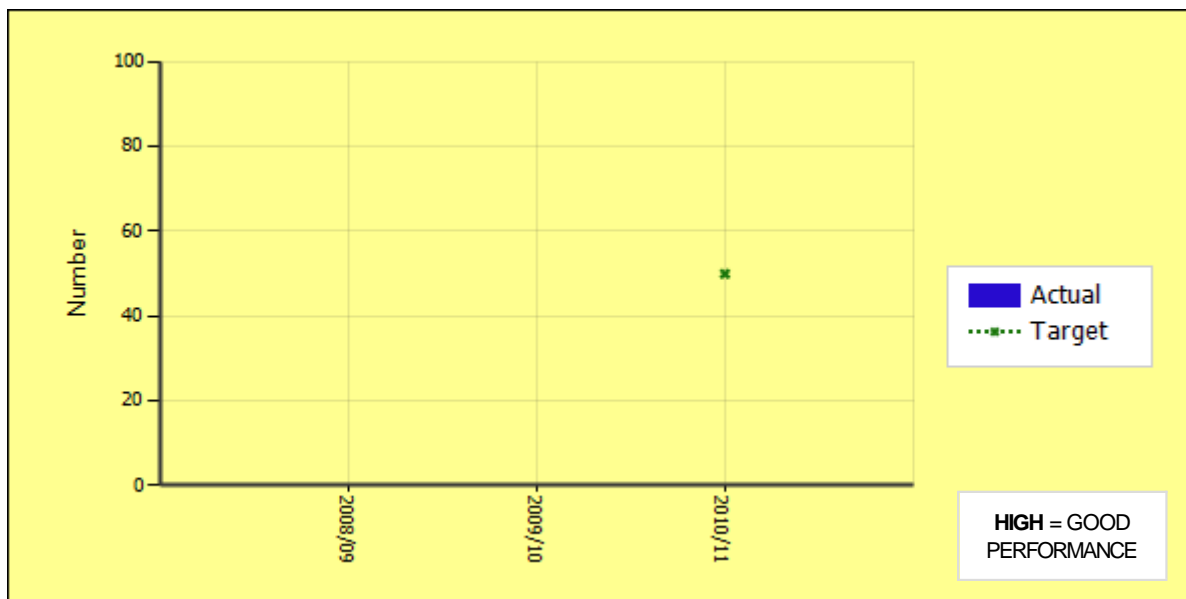
# Indicators of Success

**Key Performance Indicator** - The number of new and existing micro rural enterprises (<10 employees) financially assisted



Period	Comment
2010/11	

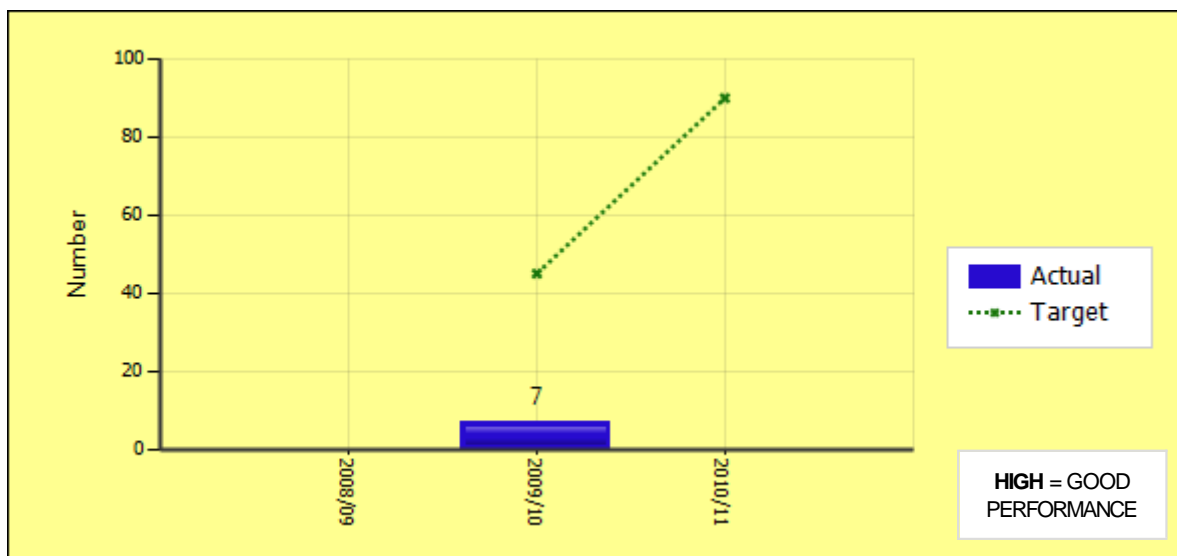
**Key Performance Indicator** - The gross number of jobs crated in rural micro businesses



Period	Comment
2010/11	

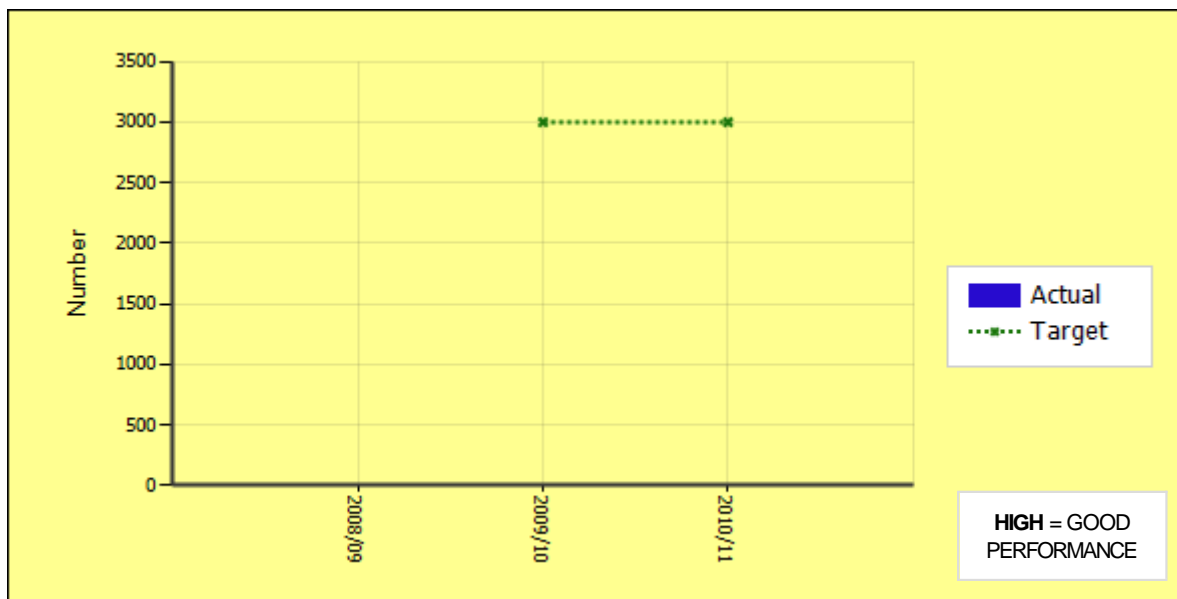
# Indicators of Success

**Key Performance Indicator** - To reduce decline in rural businesses



Period	Comment
2010/11	Target being revised with WAG. Final output target will be significantly different due to the project being restructured and funds will be vired to other projects. Review outcome awaited from WAG.

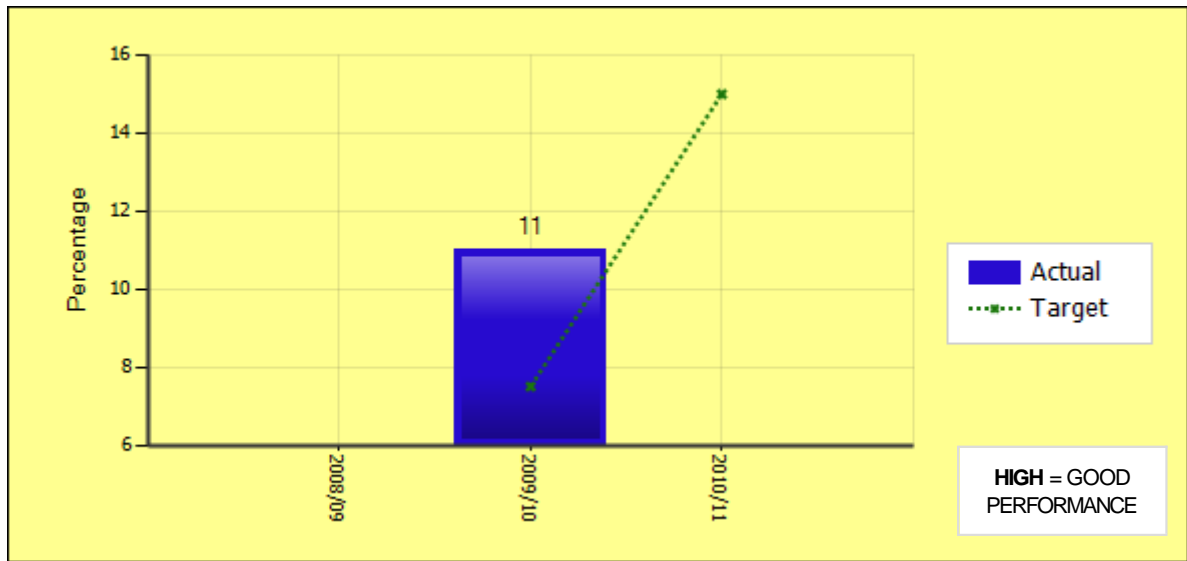
**Key Performance Indicator** - To reduce decline in tourism sectors



Period	Comment
2010/11	To increase the number of visitors to Denbighshire by 3000 by March 2011. This indicator is taken from the RDP funded Moor to Shore project. The visitor count has not started yet as much of the ground work (improving footpaths, speaking to farmers etc) had to be carried out first before an increase in numbers could be expected. The count has now begun in April 2010 to be reported at the end of the year March 2011.

# Indicators of Success

Key Performance Indicator - The incidence of criminal damage in Rhyl

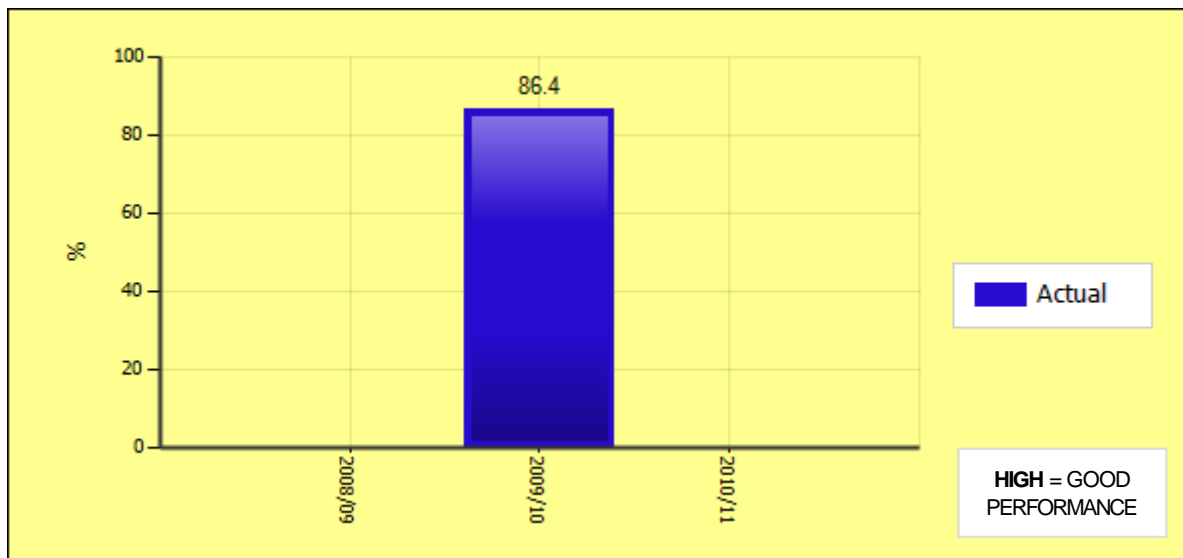


Period	Comment
2010/11	



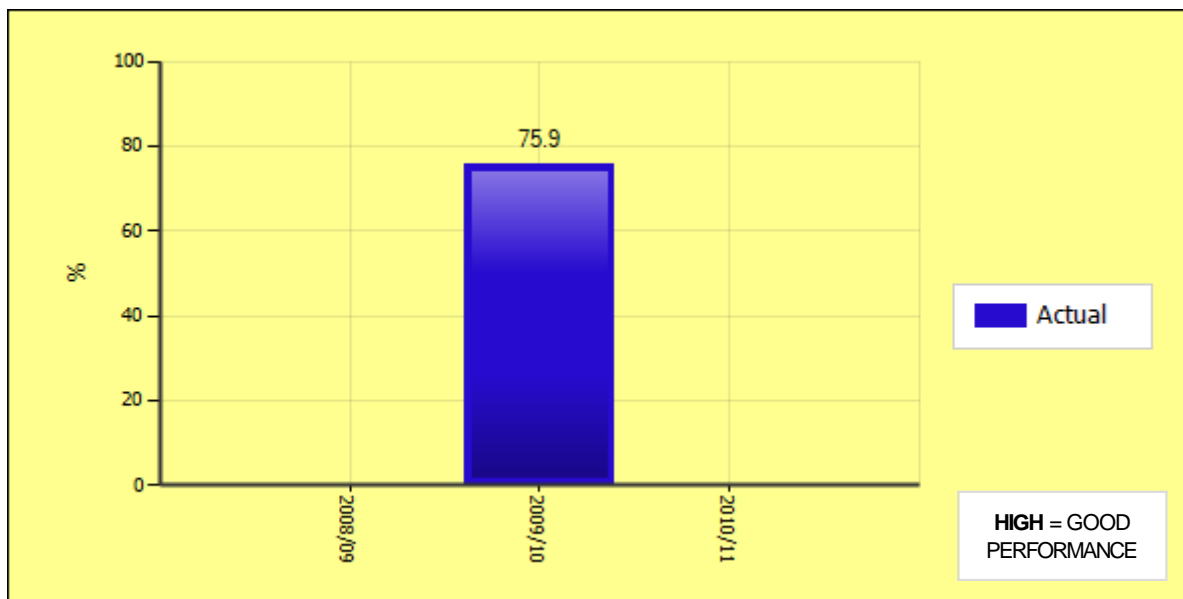
# Residents Survey

**Residents Survey Q02** - The percentage of residents responding positively to the statement: Satisfaction with their local area as a place to live (excluding don't knows)











Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

**Residents Survey Q03** - The percentage of residents responding positively to the statement: Their local area had got better, got worse, or stayed the same in the last 12 months



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

# Improvement Activity

Period	Title	RAG	Lead Member	Comment
Q2 10/11	PRIDE workstream being developed to include a pilot project to encourage community involvement in caring for neighbourhoods		Cllr David Thomas	The Regeneration Improvement Board has been replaced by the People and Places Board which has two priority workstreams (older people and regeneration of Rhyl) so there is no mechanism for pursuing the PRIDE workstream through this structure. The principles of PRIDE are expected to be addressed by the recently extended Environmental Services following the restructure of Regeneration and Tourism.
Q2 10/11	Raising SKILLS levels in the current and future working age population		Cllr Eryl Williams	Raising the SKILLS level targets 14-19 pupils. Focused work on the coast has seen age 14 pupils in Rhyl, BEJ & Prestatyn HS able to access 30+ courses (vocational or academic) since 2009. Pupils who attend Tir Morfa can access voc. tasters with Deeside & Llandrillo Colleges leading to good progression rates of 16-17 into training and FE. A target group of 40 pupils at Rhyl & BEJ HS are on a bespoke Learning Pathways. Early indications show a positive impact on the pupils and the 2 schools.
Q2 10/11	Reduction in poverty through the delivery of additional welfare rights services		Cllr David Thomas	Reference to the Welfare Rights Anti Poverty Strategy - the activity in the Rights4Life Project Plan is progressing according to the planned schedule. During Quarter 1 and 2 of 2010/11 the: - Anti-Poverty "Rights4Life" project has confirmed £114k in income gains to service users. - Welfare Rights Team has raised 104 children and adults above the UK and WAG 60% poverty lines.
Q2 10/11	Shopfront Improvement Scheme		Cllr David Thomas	Work progressing well. Discussions underway with shopkeepers in Ruthin and Denbigh to date.
Q2 10/11	Sustainable housing market in West Rhyl		Cllr David Thomas	Report to Cabinet in October to agree Strategy for the area and to go out to consultation on the Strategy. Bid into WAG for SRA funds to re-engage consultant to do further work on the plan, including viability for alternative schemes for phase 1 and phase 2 with a view to preparing a 'Development Brief' for for these schemes and further more detailed public consultation.
Q2 10/11	Town Centres Summit		Cllr David Thomas	A report following the town centre summit has been produced as a starting point for further work. Area plans are being produced which will cover each town. A further meeting will be held later in the year.
Q2 10/11	Achieving Economic Regeneration through EU INTERREG projects		Cllr David Thomas	3 Interreg projects are being delivered to schedule and within budget. Project targets are being achieved accordingly.
Q2 10/11	Community Grants		Cllr David Thomas	Following prioritisation by the Elected Area Members Groups the capital grant applications were approved by Cabinet on 7th Sept. The revenue grant applications have also been approved by delegated decision. All applicants have been informed whether they were successful or not.
Q2 10/11	Implementing Council funded projects funded through the Rural Development Plan		Cllr David Thomas	Projects being delivered. The Rural Key Fund which had been delayed in starting is being progressed. The application for an extension to the Key Fund is currently being worked up. The first grant payment out of the Key Fund is expected to be made shortly.
Q2 10/11	North Wales Strategic Regeneration Area		Cllr David Thomas	Projects with approvals in principle and potential future projects have now been scored using the methodology agreed by Cabinet in June. This enables the Council to demonstrate to the Assembly Government which projects are a priority for the Council in addressing the causes of deprivation in Rhyl. The Deputy Minister launched the SRA Community Cohesion Fund which will support community capital projects serving the area.

# MODERNISING EDUCATION

## Improvement Objective 3

*Modernising the education service to achieve a high level of performance across the county*

### Outcome

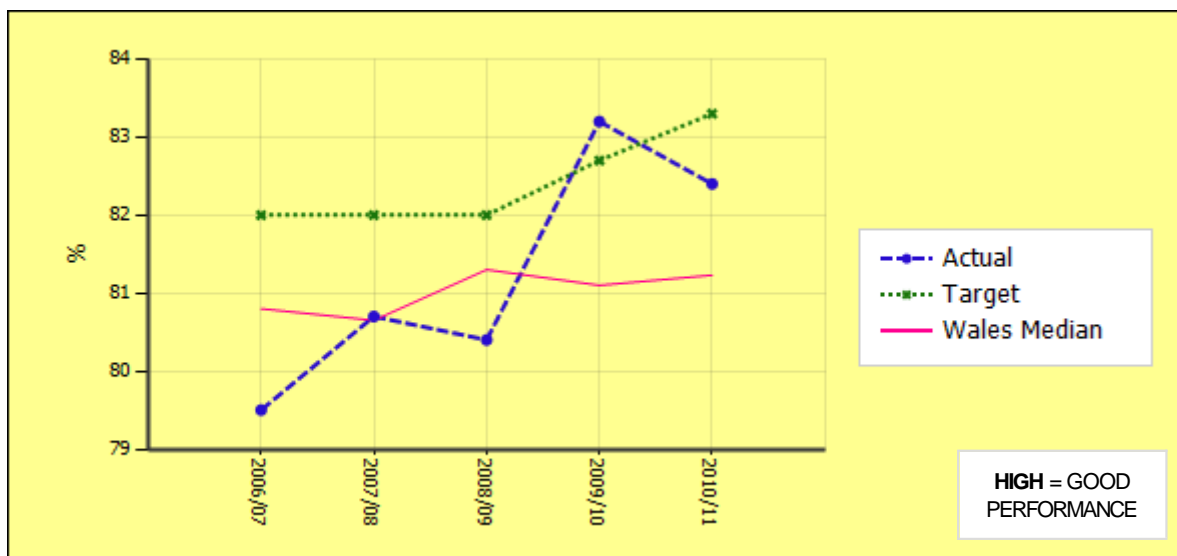
Denbighshire will be within the top 10 performing authorities in Wales for Key Stage performance

### Owner

**Hywyn Williams**, Corporate Director: Lifelong Learning

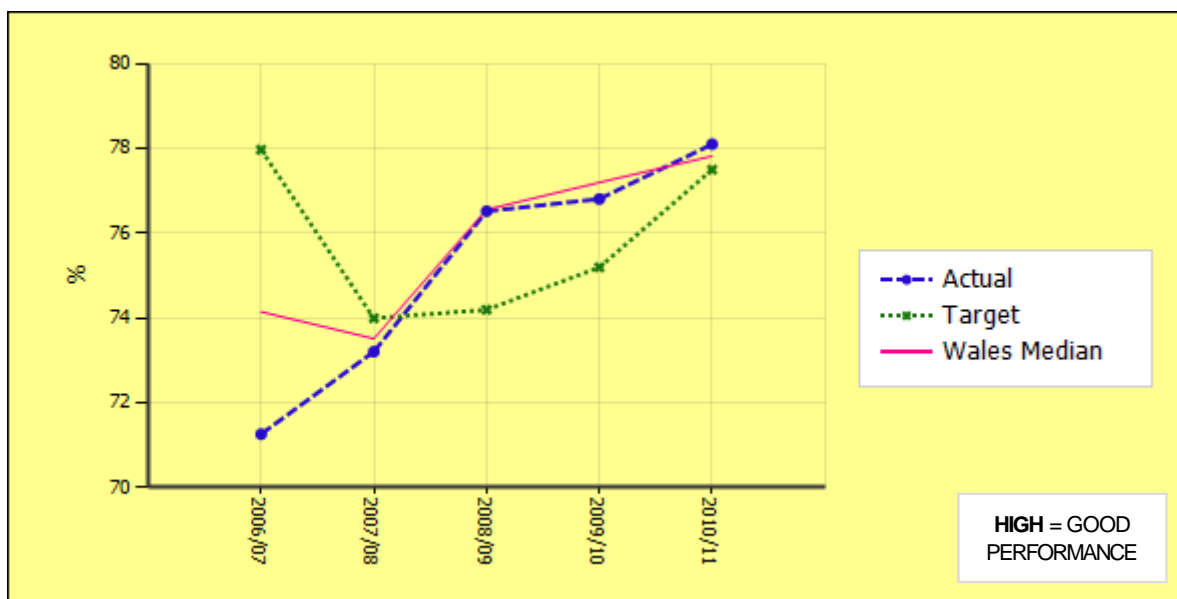
# Indicators of Success

**Key Performance Indicator** - Raise the percentage of pupils achieving the Core Subject Indicator at Key Stage 1



Period	Comment
2010/11	The KS1 national curriculum teacher assessment results for summer 2010 performance in CSI is slightly down on last year (0.8%) although based on our projections it still looks to be above the Wales median. The published figures will not be available until December 2010.

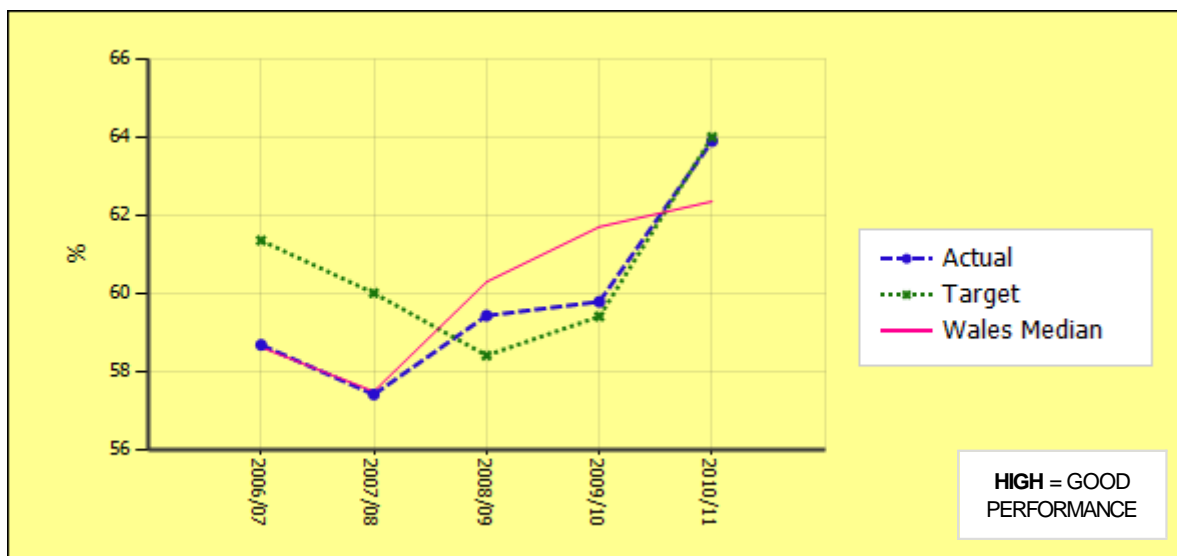
**Key Performance Indicator** - Raise the percentage of pupils achieving the Core Subject Indicator at Key Stage 2



Period	Comment
2010/11	The KS2 national curriculum teacher assessment results for summer 2010 performance in CSI is slightly improved on last year (1.3%). Based on our projections it looks like we have potentially moved above the Wales median. This will need to be confirmed once the published figures are available in December 2010. It is anticipated that KS2 performance may be impacted by Foundation Phase learning, but that this was a national problem.

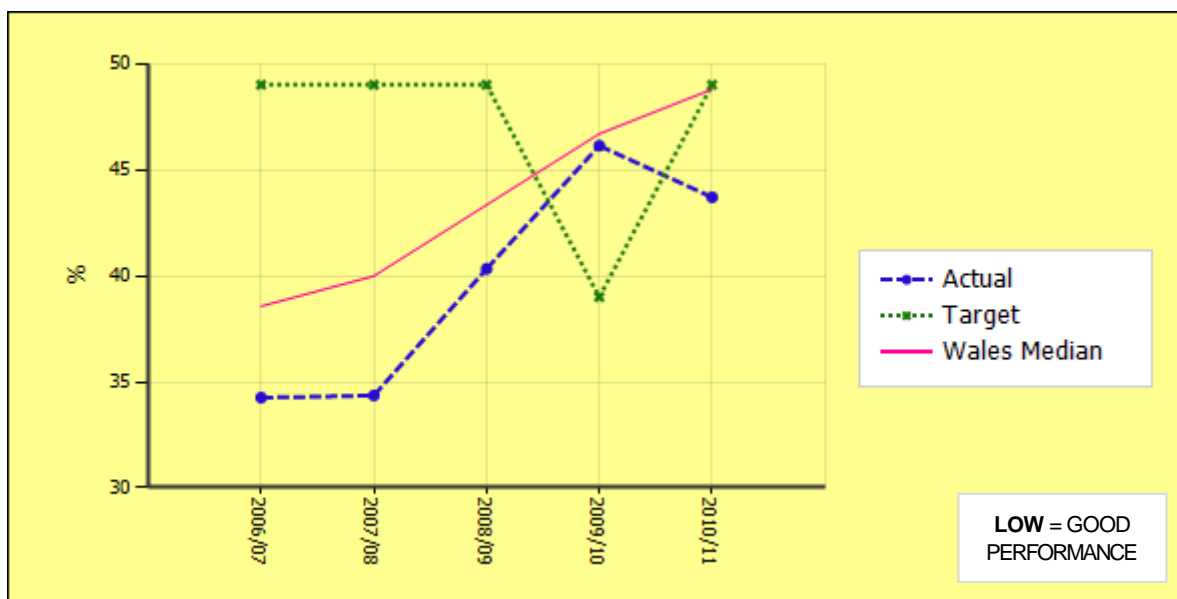
# Indicators of Success

**Key Performance Indicator** - Raise the percentage of pupils achieving the Core Subject Indicator at Key Stage 3



Period	Comment
2010/11	The KS3 national curriculum teacher assessment results for summer 2010 performance in CSI shows a significant improvement (4.1%) from last year. Based on our projections it looks like we have moved above the Wales median. This will need to be confirmed once the published figures are available in December 2010.

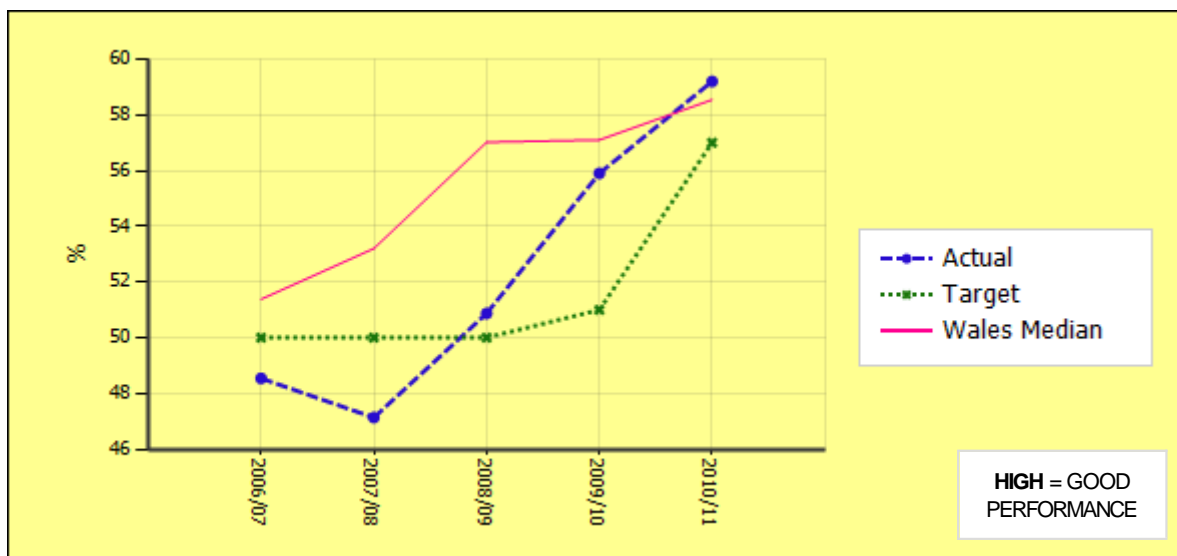
**Key Performance Indicator** - Raise the percentage of pupils achieving the Core Subject Indicator at Key Stage 4



Period	Comment
2010/11	The percentage of pupils in Denbighshire gaining KS4 CSI has decreased from the previous year and fallen short of our target. This means that we are likely to remain below the Wales median and not be a top 10 performing authority.

# Indicators of Success

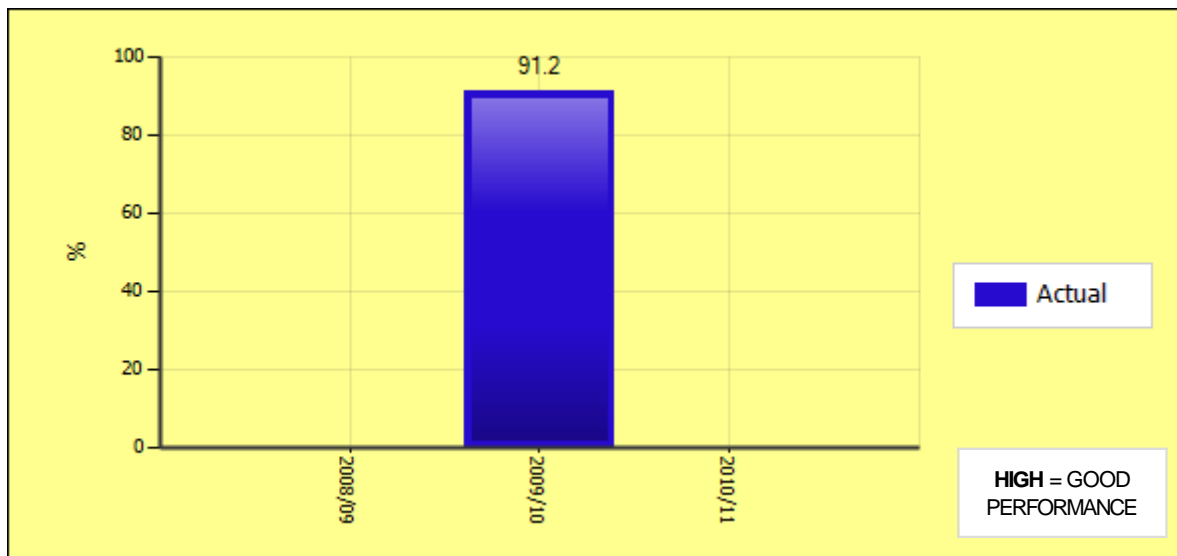
Key Performance Indicator - Raise the percentage of pupils achieving 5A\*- C



Period	Comment
2010/11	Our performance has continued to improve and, based on our projections, it looks like we may have moved above the Wales median and into the top 10. This will need to be confirmed once the published figures are available in December 2010. A new indicator, the level 2 threshold, is set to replace the 5A*- C indicator. The level 2 threshold is a measure of pupils gaining 5 GCSE A*- C or vocational equivalents (and level 2 including English/Welsh and maths).

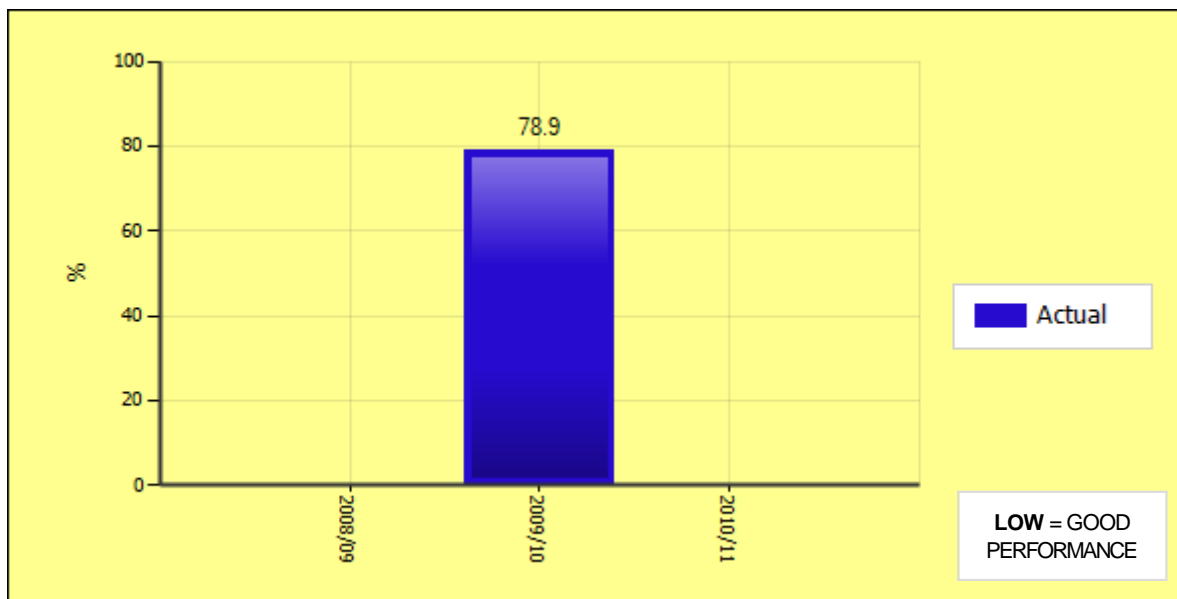
# Residents Survey

**Residents Survey Q11B** - The percentage of residents responding positively to the statement: Satisfaction with primary education (5-11)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

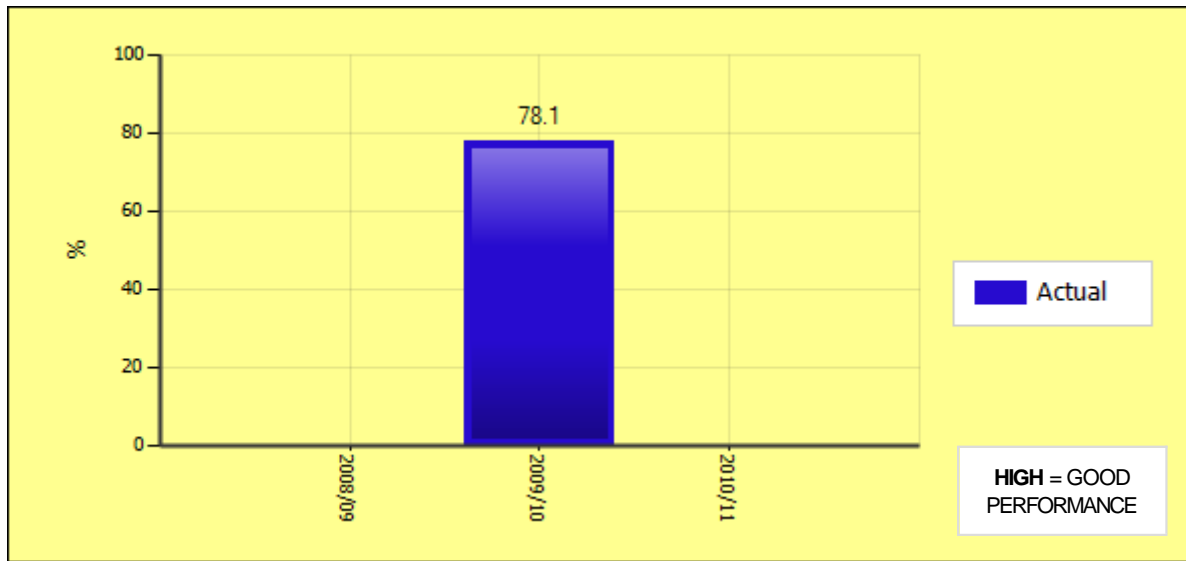
**Residents Survey Q11C** - The percentage of residents responding positively to the statement: Satisfaction with secondary education (11-16)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

# Indicators of Success


**Residents Survey Q12** - The percentage of residents responding positively to the statement: Respondents' opinion on schools and the education system performance since the publication of the Estyn report in 2007



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.



# Improvement Activity

Period	Title	RAG	Lead Member	Comment
Q2 10/11	Formalise and review SLAs for the 2009 – 2012 period for Catering		Cllr Eryl Williams	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. Will be completed by Jan 2011
Q2 10/11	Review non-fair funded services		Cllr Eryl Williams	Will be completed by Jan 2011
Q2 10/11	Rhyl High School: New Build (Feasibility)		Cllr Eryl Williams	Feasibility will be completed on schedule in Oct 10. This work will then form part of the Strategic Outline Programme (SOP) submitted to WAG in Dec 10. Further design and implementation work suspended until outcome of SOP and funding clarified – expected in Jun 11.
Q2 10/11	Support for Improving School Attendance		Cllr Eryl Williams	The focus on school attendance is continuing. The ESW Service have reprioritised in order to ensure that the focus on improving attendance remains constant. This strategy is proving successful as statistics for the month of September show an increase in attendance in the secondary sector to approx. 93%.
Q2 10/11	Support for School Improvement		Cllr Eryl Williams	The School Improvement & Inclusion Service is currently being restructured. The consultation period has closed and phase 1 of the process has been successfully implemented. Preparations are currently underway to begin the 'phasing in of tier 2'.
Q2 10/11	Welsh Education Scheme		Cllr Eryl Williams	Consultation period finished on the 1st October 2010. A total of 9 responses were received. Officers will meet in October to discuss updating the Scheme in light of the consultation responses. The final version of the scheme is due to be considered for approval by Cabinet on 30th November 2010.
Q2 10/11	School Reorganisation and Modernisation		Cllr Eryl Williams	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. Cabinet has approved the publication of Statutory Notices for the expansion of Ysgol Y Llys, Prestatyn and the amalgamation of Bodnant Infants and Bodnant Junior, Prestatyn.
Q2 10/11	Review current arrangements regarding repairs and maintenance and develop procedures allowing schools to manage low risk maintenance		Cllr Eryl Williams	Drafting of procedures, identification and specification of low risk works and training modules / composite manual all complete
Q2 10/11	Area Review: Dee Valley West (Language Review)		Cllr Eryl Williams	Approval to commence the Dee Valley West review was provided in Nov 2009. A number of meetings have been held with headteachers, chairs of governors and local county councillors to discuss potential options. An initial consultation document was developed over the summer 2010. This document has been discussed with all 7 governing bodies and will be considered by Cabinet on the 26.10.2010. Cabinet will decide whether to approve commencement of initial consultation from Nov 2010 to Feb 2011.
Q2 10/11	Area Review: Prestatyn		Cllr Eryl Williams	Formal consultation on the amalgamation of Bodnant Infants and Bodnant Junior schools and on the extension to Ysgol Y Llys finished on the 24 September 2010. Consultation meetings have been held with staff, governors, parents and the local communities of all three schools. A report will be taken to Cabinet on the 26th October asking to approve the publication of the necessary statutory notices in November.
Q2 10/11	Develop bid for 3rd tranche of transition funding		Cllr Eryl Williams	B2B fully implemented by Tim Data.

# ROADS AND FLOOD DEFENCES

## **Improvement Objective 4**

*Securing a sustainable road network and flood defences*

### **Outcomes**

Roads are of a high standard

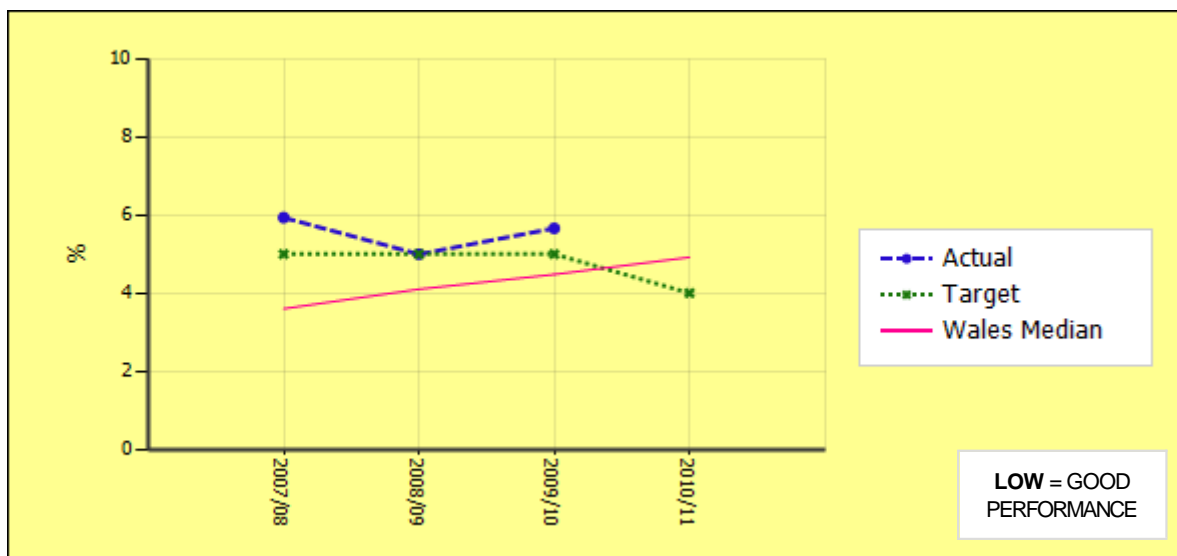
Properties have a reduced risk of flooding

### **Owner**

**Iwan Prys-Jones**, Corporate Director: Environment

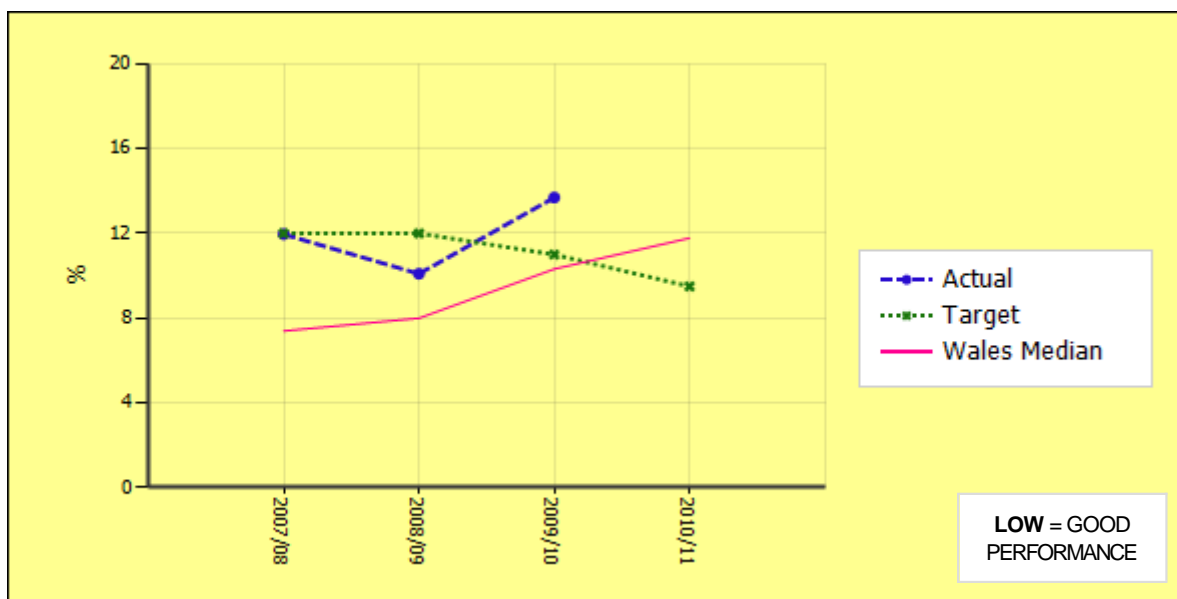
# Indicators of Success

**Key Performance Indicator** - The percentage of Principal (A) roads that are in overall poor condition (**2012 Indicator**)



Period	Comment
2010/11	

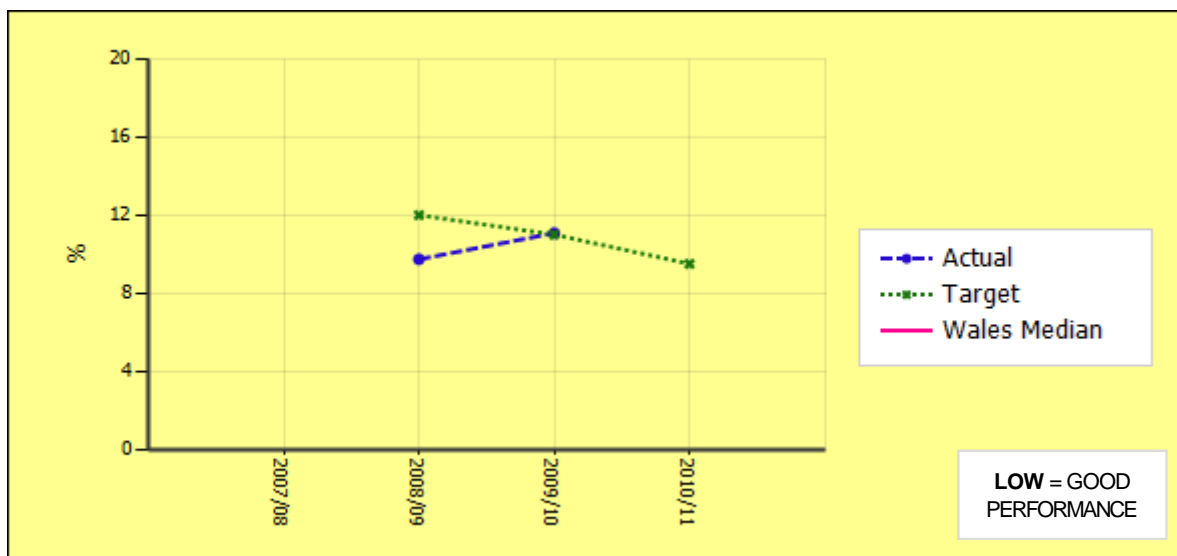
**Key Performance Indicator** - The percentage of Non-principal/classified roads that are in overall poor condition (old performance indicator - deleted as of 2010/11)



Period	Comment
2010/11	The performance indicator has been deleted from the National Performance Measurement Framework 2010/11. It has been replaced by THS011b and THS011c. Included in the Improvement Objective is THS011b.

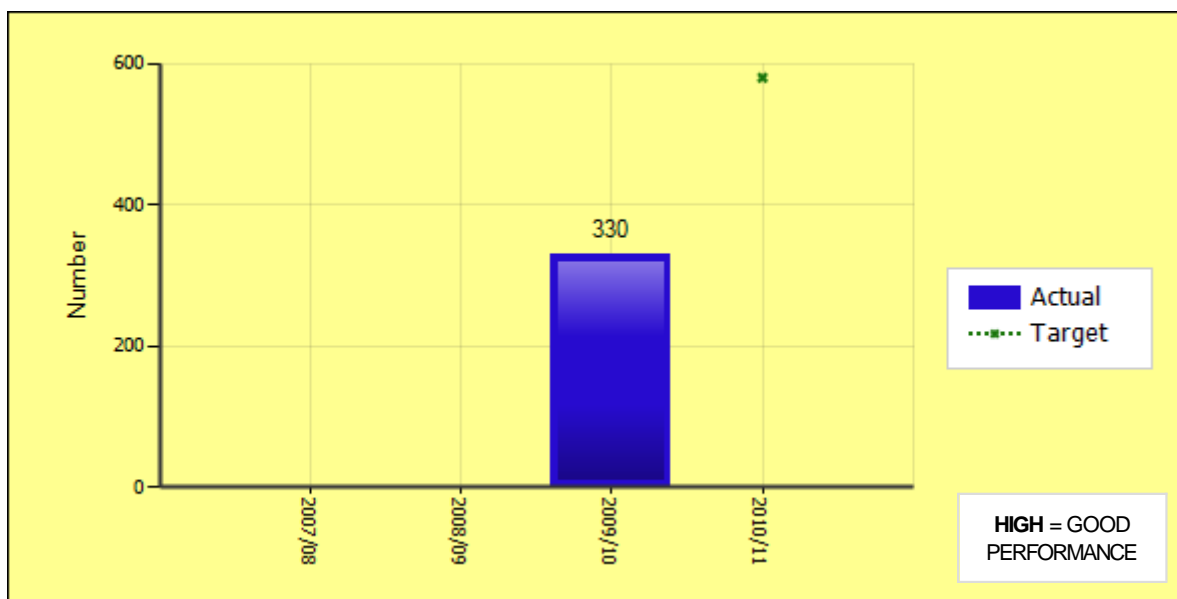
# Indicators of Success

**Key Performance Indicator** - The percentage of non-principal/classified (B) roads that are in overall poor condition (**2012 Indicator**)



Period	Comment
2010/11	This is a new indicator introduced in the 2010/11 national PMF. From survey data in 2008/09 and 2009/10 we were able to calculate what our performance would have been. The difficulty with this is that we do not have welsh median comparison data. This will not be available until the 2010/11 all Wales figures are published in October 2011.

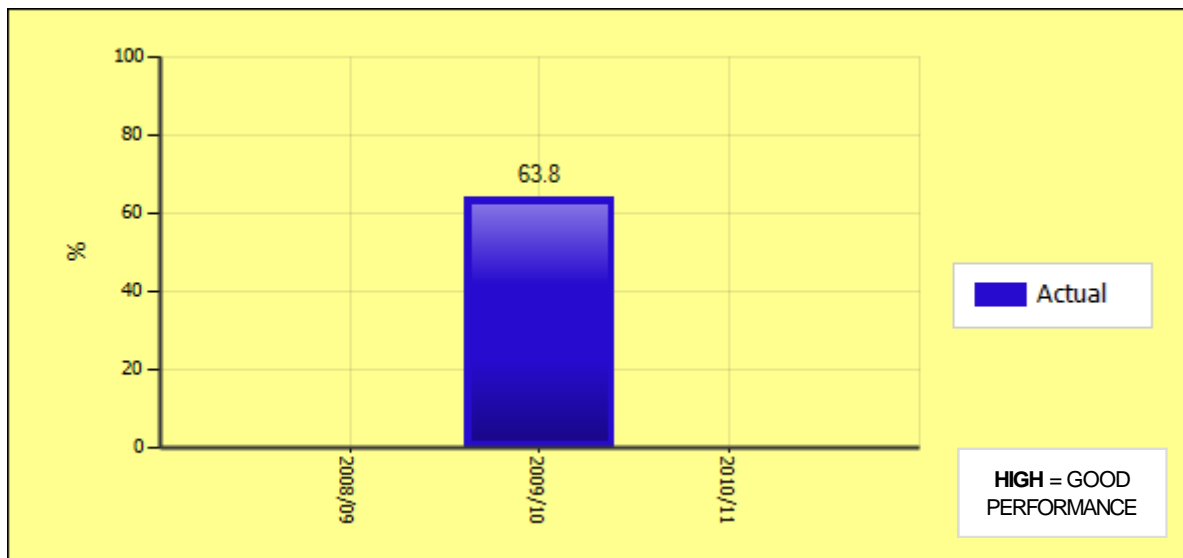
**Key Performance Indicator** - The number of properties with a reduced risk of flooding as a result of programmed work



Period	Comment
2010/11	The Denbigh flood defence scheme is expected to be completed March 2011. This should protect an additional 250 properties with a reduced risk of flooding. If we successfully complete the project we should meet our target this year.

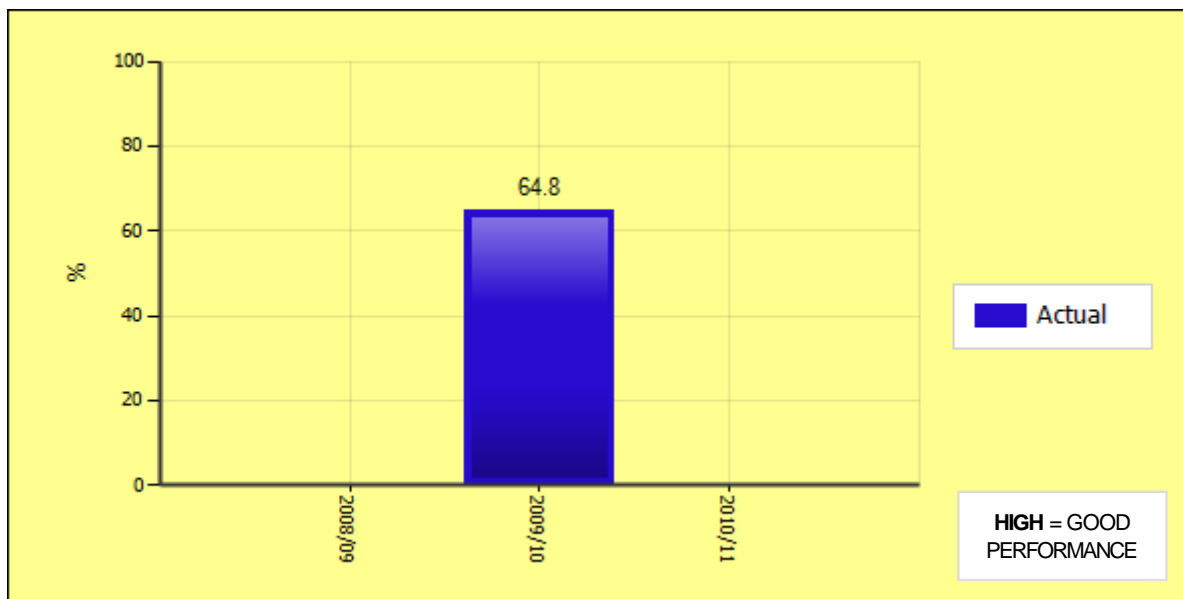
# Residents Survey

**Residents Survey Q9A** - The percentage of residents responding positively to the statement: Satisfaction with 'maintaining main roads in good condition' (excluding don't know)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

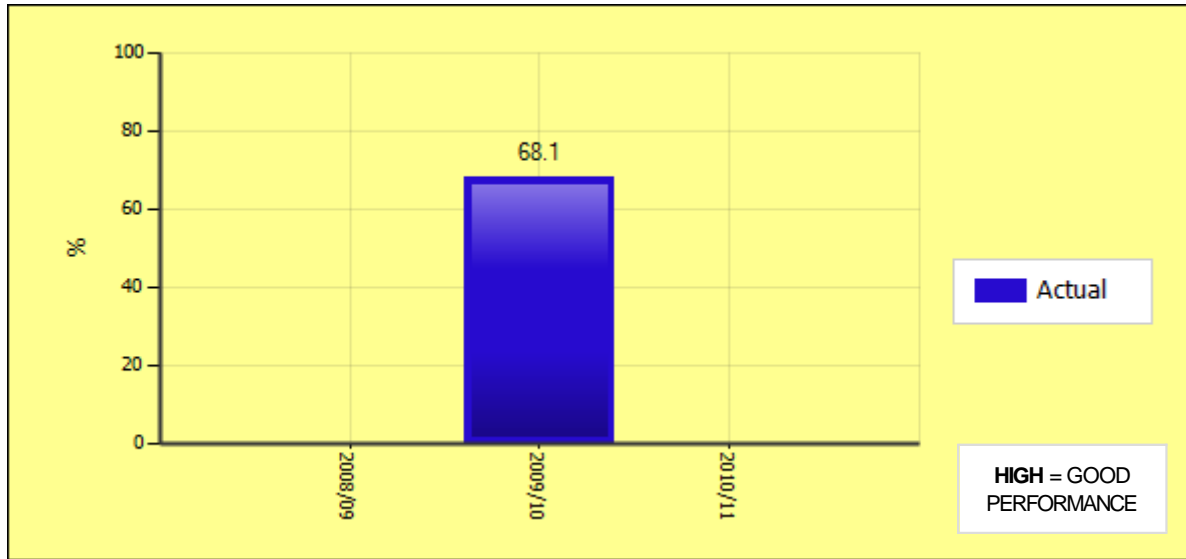
**Residents Survey Q9B** - The percentage of residents responding positively to the statement: Satisfaction with 'maintaining local streets in good condition' (excluding don't know)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

# Indicators of Success

**Residents Survey Q9C** - The percentage of residents responding positively to the statement: Satisfaction with 'maintaining footpaths in good condition' (excluding don't knows)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

# Improvement Activity

Period	Title	RAG	Lead Member	Comment
Q2 10/11	Flood Defence Scheme: Dyserth		Cllr Sharon Frobisher	Future aspiration
Q2 10/11	Flood Defence Scheme: Llanbedr Dyffryn		Cllr Sharon Frobisher	Future aspiration
Q2 10/11	Highways Asset Management: Implementation of symology as a complete Highway Asset Management software package	⊖	Cllr Sharon Frobisher	Symology now being used in Streetworks and further development work being carried out with Conwy County Borough Council to expand its use.
Q2 10/11	Flood Defence Scheme: Corwen	⊖	Cllr Sharon Frobisher	Awaiting WAG approval for design and development costs.
Q2 10/11	Flood Defence Scheme: Denbigh	⊖	Cllr Sharon Frobisher	On target. Works commenced in February (13 month contract)
Q2 10/11	Develop Gully Emptying Programme of Work	⊕	Cllr Sharon Frobisher	Programme completed and now being adhered to.
Q2 10/11	Purchase of Jet Patcher	⊕	Cllr Sharon Frobisher	Jet Patcher has been delivered.
Q2 10/11	Review Council's Gully Emptying Policy and Equipment	⊕	Cllr Sharon Frobisher	Review complete and Gully Emptiers now working to schedule in line with Policy.
Q2 10/11	Roads and Highways Capital Maintenance Programme	⊖	Cllr Sharon Frobisher	Programme issued in June. Works on site are now ongoing.
Q2 10/11	Flood Defence Scheme: Llangollen	⊖	Cllr Sharon Frobisher	Completed.
Q2 10/11	Flood Defence Scheme: West Rhyl	⊖	Cllr Sharon Frobisher	Out to Tender

# IMPROVING THE COUNCIL

## Improvement Objective 5

*Improving the way the council works*

### Outcome

The council is high performing and close to the community

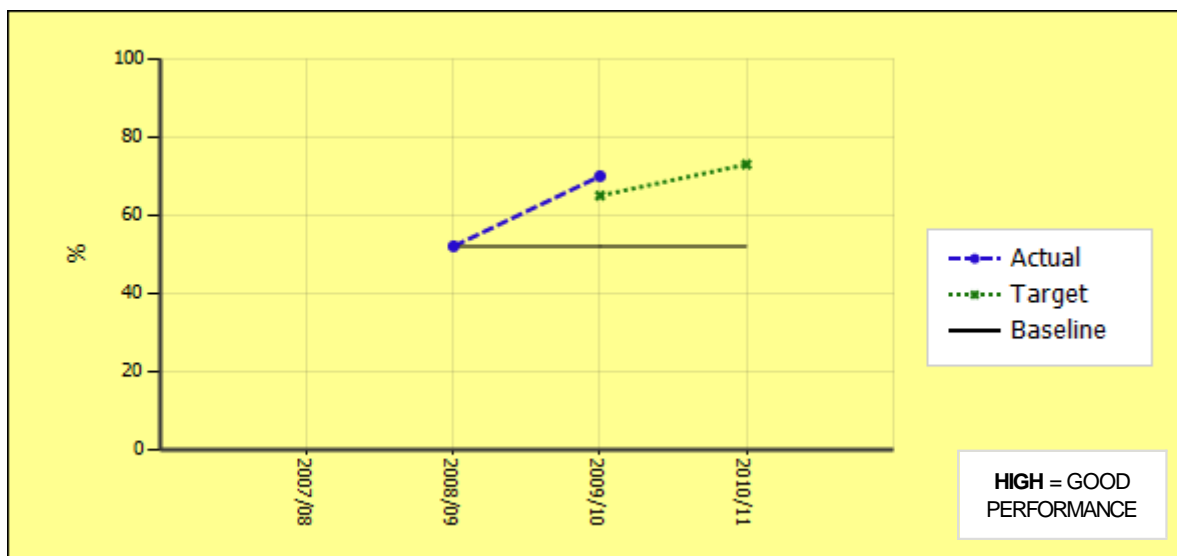
### Owner

**Bethan Jones**, Corporate Director: Governance and Efficiency



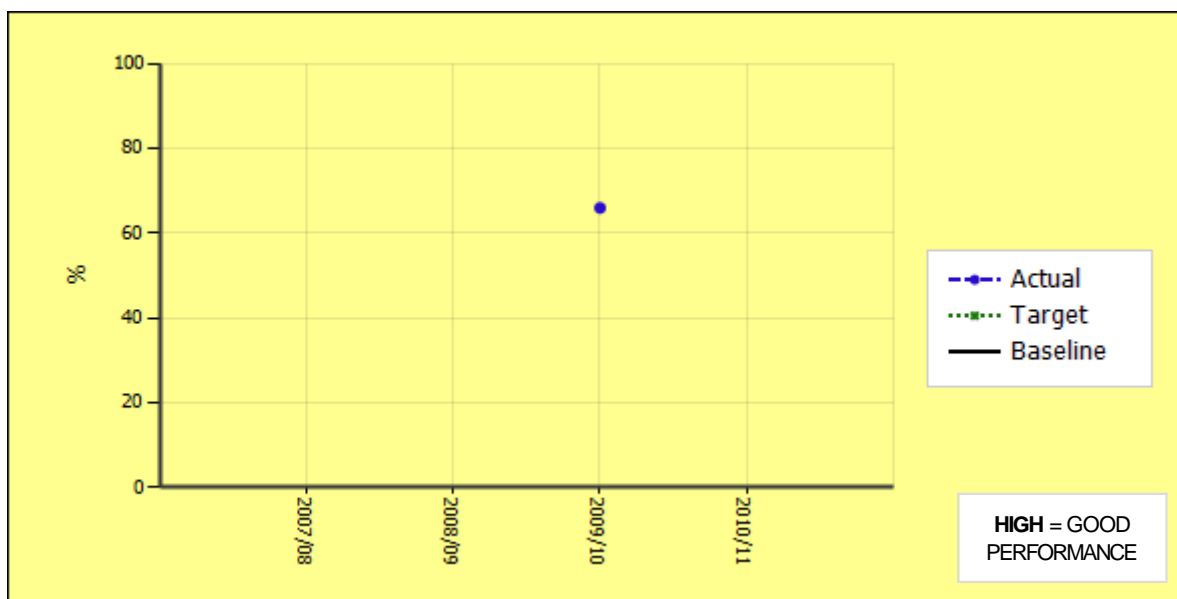
# Indicators of Success

**Key Performance Indicator** - The percentage of 2012 Indicators in top two quartiles for Welsh Local Authorities



Period	Comment
2010/11	In order to meet our target this year we will need to meet top 2 quartile performance in a minimum of 17 of the 23 identified DCC 2012 Indicators. We will not know the final outcome of this until the all wales published figures are made available in October 2011.

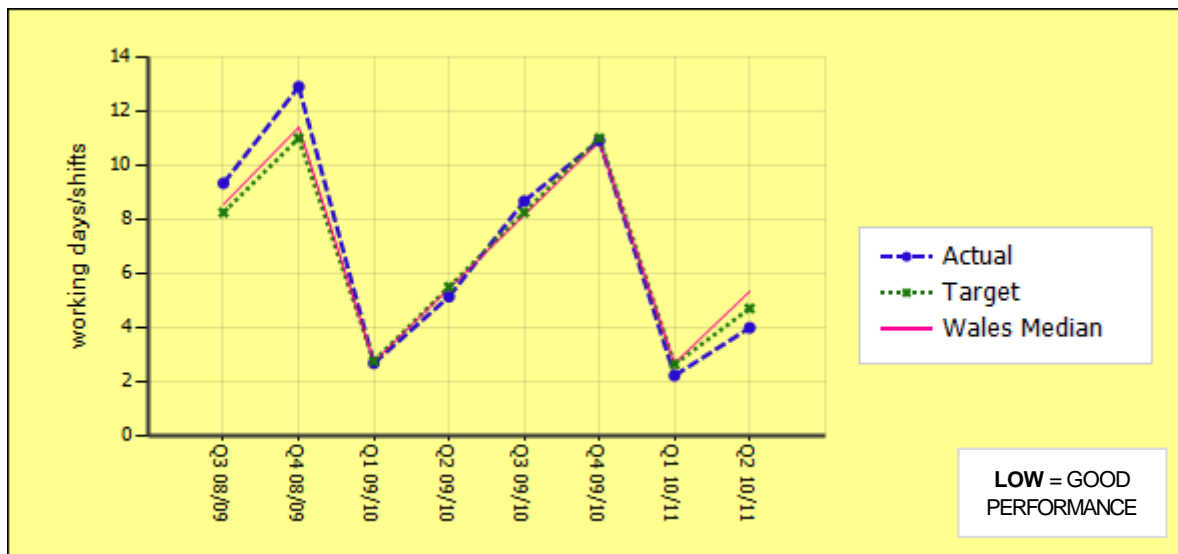
**Key Performance Indicator** - The percentage of priority outcome measures on target



Period	Comment
2010/11	In 2009/10 we were able to establish a baseline to our performance. We will only be able to provide the data for 2010/11 at the end of the year (March 2011) once all other outcome measure data becomes available.

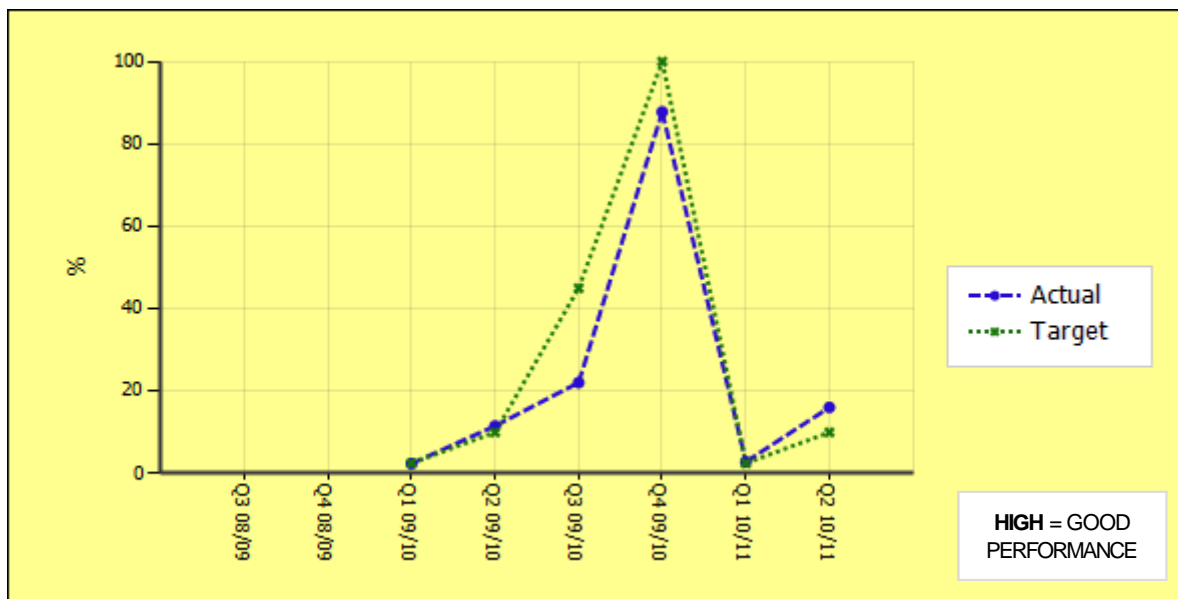
# Indicators of Success

**Key Performance Indicator** - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence



Period	Comment
Q2 10/11	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 second quarter is below our target and puts us in a strong position to meet and even improve on our end of year target.

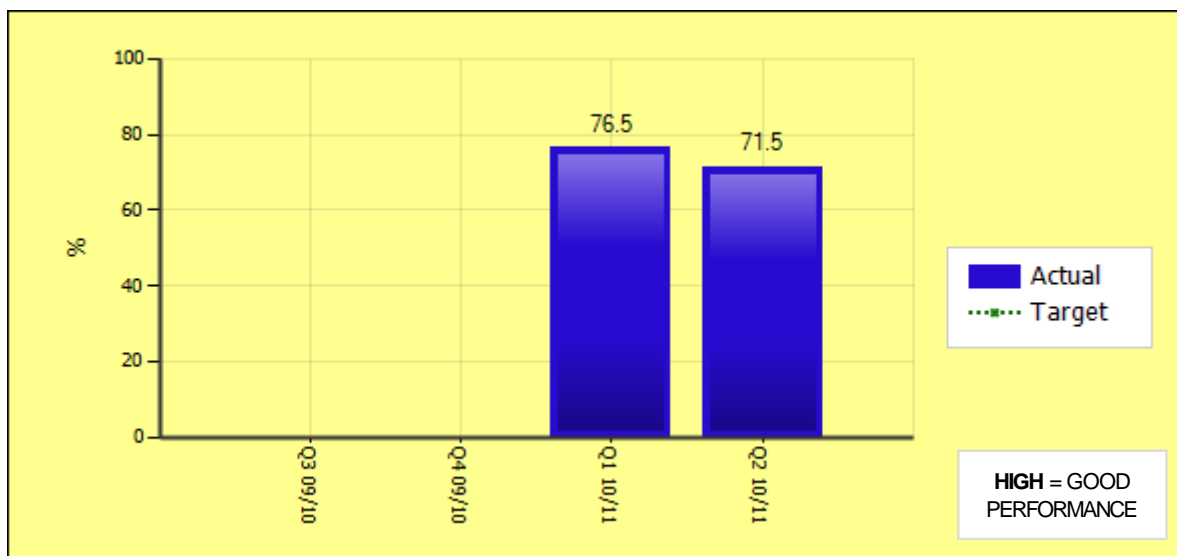
**Key Performance Indicator** - The percentage of eligible staff who have had a performance appraisal



Period	Comment
Q2 10/11	A total of 407 performance appraisals out of 2535 eligible employees have been completed and updated in Trent.

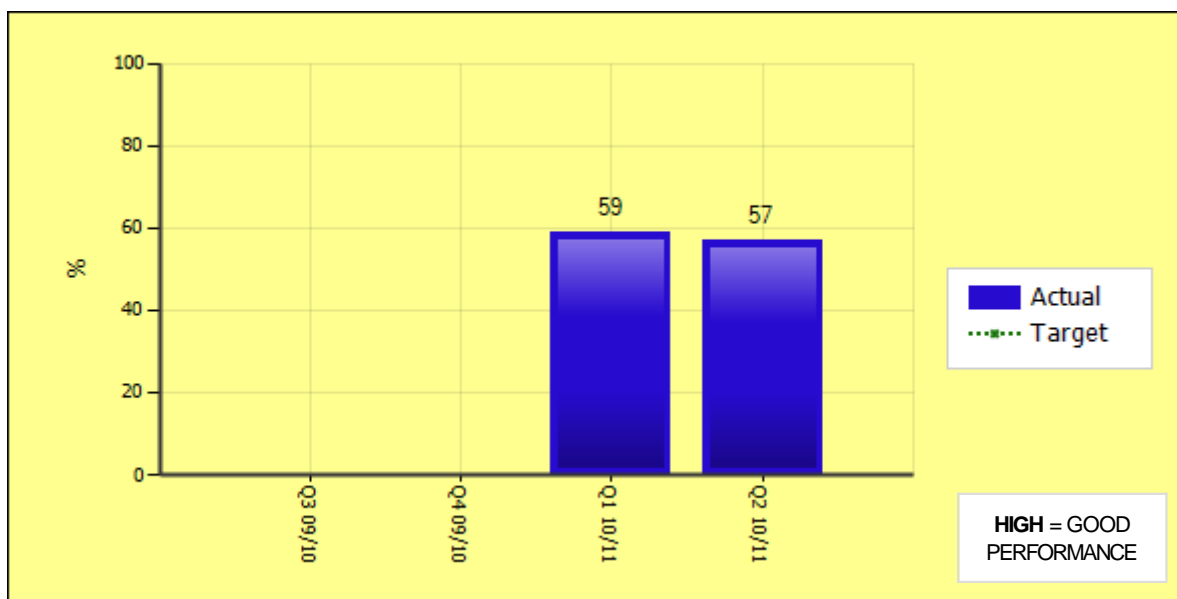
# Indicators of Success

**Key Performance Indicator** - The percentage of all formal complaints acknowledged and responded to within defined timescales



Period	Comment
Q2 10/11	118 complaints of a total of 165 were completed within timescales.

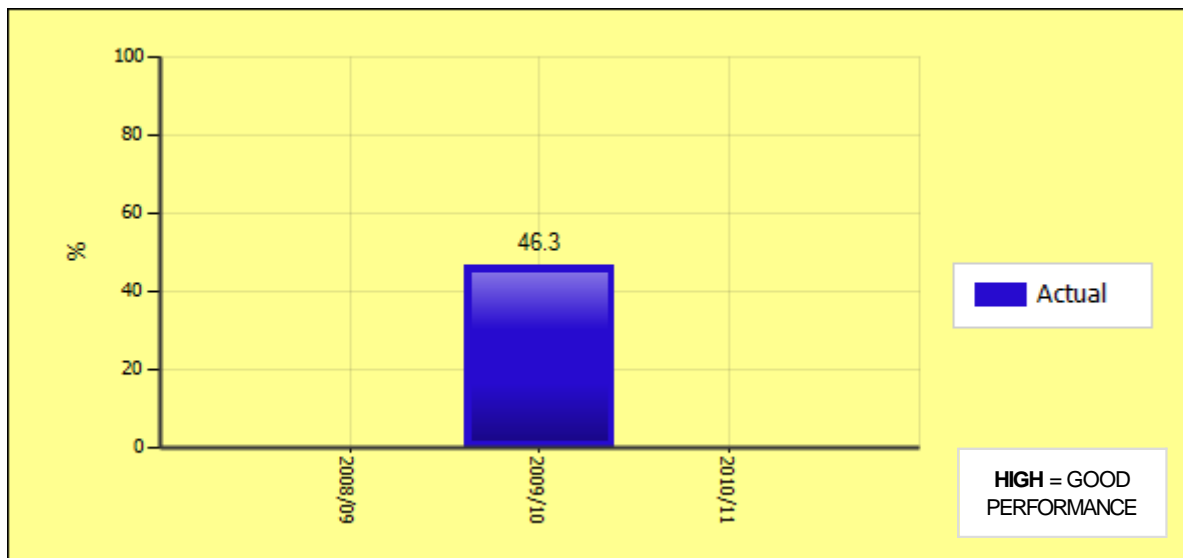
**Key Performance Indicator** - The percentage of requests for information under the various legislation dealt with in accordance to the prescribed timescales



Period	Comment
Q2 10/11	98 FOI requests of a total of 172 were responded to within timescales.

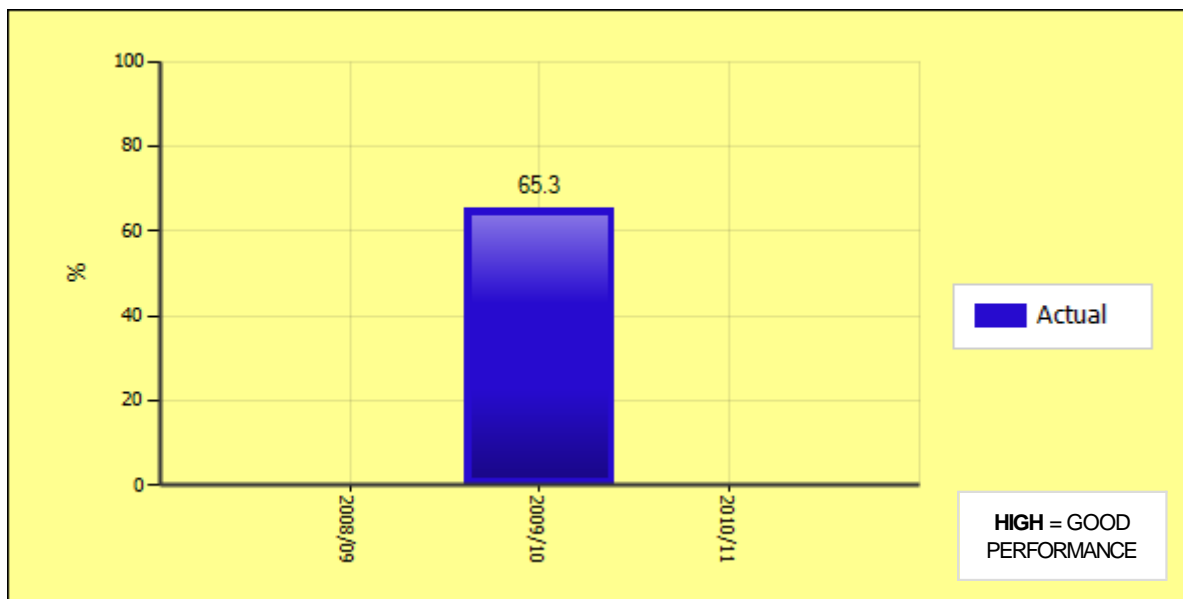
# Residents Survey

**Residents Survey Q29C** - The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't knows)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.

**Residents Survey Q29D** - The percentage of residents responding positively to the statement: My Council treats all types of people fairly (excluding don't knows)



Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.











# Improvement Activity

Period	Title	RAG	Lead Member	Comment
Q2 10/11	Change Programme: Procurement		Cllr Paul Marfleet	Significant regional and national procurement projects have meant the original change programme is being reviewed.
Q2 10/11	Change Programme: Corporate ICT and Information Management		Cllr Paul Marfleet	ICT Review reported to Change Board, CET and SLT with proposals to achieve savings target of 20%. Approved and recommended moving to implementation of staff consultation/ restructure within ICT.  IM review - Information Management Self Assessment and Information Audit activity completed.
Q2 10/11	Conduct a Review of Democratic Arrangements		Cllr Hugh H Evans	There has been a slight delay in the scrutiny element as the report has been moved to the January 2011 Full Council meeting. All other elements of project expect to be completed in December 2010 except for training on new scrutiny which will need to be delivered once the scrutiny paper has been to Full Council.
Q2 10/11	Develop a 4 Year Efficiency Programme		Cllr Julian Thompson-Hill	Our 4 year efficiency programme is going to Informal Council on 07.12.2010
Q2 10/11	Develop a Programme of Service Challenge events		Cllr Julian Thompson-Hill	The service challenges have been completed and an efficiency programme is being developed as a consequence. The efficiency programme will continue through to the budget setting process.
Q2 10/11	Change Programme: Democratic Services		Cllr Paul Marfleet	The final report was circulated in October 2010 following a consultation period with staff and reviews by SLT, CET and the Change Programme Board on the draft proposals. Implementation of the most of the new arrangements is expected by 30 November 2010.
Q2 10/11	Change Programme: Finance		Cllr Paul Marfleet	Due to report in February.
Q2 10/11	Change Programme: HR and Health & Safety		Cllr Paul Marfleet	The HR implementation is now 45%. The Health & Safety proposals have been agreed by SLT and will be implemented by 1 December 2010.
Q2 10/11	Change Programme: Legal Services		Cllr Paul Marfleet	Final report delivered to Corporate Director October 2010 to be considered by CET and SLT early November 2010. Proposed Stage 1 implementation by 1st April 2011. Proposed Stage 2 new model designed by 30th July 2011 for implementation on 1st April 2012
Q2 10/11	Change Programme: Property Services		Cllr Paul Marfleet	The new Principal Property Manager was appointed in August 2010. The Property Review Report has been issued for formal consultation and is due back end of October. Initial office moves as outlined in the Property Review Report for Caledfryn has been completed. Report to be implemented from November 2010 onwards.
Q2 10/11	Agree and Publish our Medium Term Financial Plan 2010 - 2013		Cllr Julian Thompson-Hill	MTFP being developed. Will be completed early in the new year. (Once Service Challenges have finished and WAG settlement is published.)
Q2 10/11	Asset Challenge Process (critical review of the council's stock of assets)		Cllr Paul Marfleet	Service Heads have attended property strategy review groups and a meeting is arranged with the Corporate Director - Governance & Efficiency and Lead Member for Asset Management to discuss and review the outcomes on 22/10/10. The proposed Asset Review Process has been presented to The Elected Area Member Groups for discussion and input. feedback meetings have been held with all groups except Rhyl which is scheduled for 25/10/10.








# Improvement Activity continued

Period	Title	RAG	Lead Member	Comment
Q2 10/11	Deliver participatory budgeting	⊖		Several P.B. projects have been delivered by part funding through the LSB. No further funding identified.
Q2 10/11	Deliver regular surveys via Citizen's Panel	⊖		LSB made decision 20/10/10 to discontinue Citizen Panel.
Q2 10/11	LDA: Engaging with Denbighshire's Citizens	⊖		A draft LSB ESF proposal was submitted, however, the proposal needs further revision and development partly as a result of having an Engagement & Consultation Manager now in post, plus a number of authorities are submitting proposals for web-based community engagement database planning tools and only pilots are being selected.
Q2 10/11	Local Area Reports	⊖	Cllr Hugh H Evans	Not Started. Not due to publish this (as part of the 2010-11 Annual Performance Report) until October 2011. It will be based on the local commitments made within the Corporate Plan Year 2 Delivery Document.
Q2 10/11	Producing a Community Engagement Strategy	⊖		Continuous consultation/engagement taking place and responses logged on working docs. Engagement & Consultation Manager with support of Engagement Task & Finish group developing a dynamic community engagement strategy.
Q2 10/11	Resident's Survey	⊖		It was completed in the last financial year by the Data Unit and the results have been published. Data used by services and will also be used in the BIG Plan needs assessment.
Q2 10/11	Develop a Partnership Governance Framework	⊖	Cllr Hugh H Evans	Completed a review of statutory obligations and guidance to inform governance framework. Agreement has been made that we can adopt Conwy Partnership Governance Framework and adapt to meet Denbighshire's needs. Work is still in progress to adapt.
Q2 10/11	Developing the role of Area Elected Member Groups	⊖		Cabinet report written to obtain approval for approach and methodology for producing the area plans.
Q2 10/11	Integrated Community Strategy	⊖	Cllr Hugh H Evans	Big Plan endorsed by LSB Oct 20th. Draft for consultation will be available online by Nov 2nd and hard copy for distribution by Nov 10th.
Q2 10/11	Conduct a Review of Strategic Partnership Structures	⊖	Cllr Hugh H Evans	Completed a review of statutory obligations and guidance to inform review/governance framework. Paper being drafted. Partnership Structures paper prepared by Alan Smith presented at LSB Oct 20th. North Wales Police conducting North Wales Partnership review and findings are expected Dec 6th.
Q2 10/11	Conduct a Review of the Effectiveness of Community Forums	⊖		Report drafted for consideration by LSB.

# Improvement Activity continued

Period	Title	RAG	Lead Member	Comment
Q2 10/11	Develop and maintain Corporate Project Database		Cllr Hugh H Evans	Initial list of projects compiled. Most of Programme and Project Team had initial training on Asta and initial data inputted. Implementation delayed because updated version of Asta that had been scheduled for release in September delayed until 20 Oct. Initial project reports will be produced shortly after this date.
Q2 10/11	Implement Highways and Infrastructure Collaboration		Cllr Hugh H Evans	(Red/Amber).  The delivery of the core programme objective (a single merged Highways team by 31/3/12) is under increasing pressure due to delays of some aspects of the implementation, also as a consequence of resources not being available. The start date for scoping work in respect of current fleet and labour utilisation has slipped from Sep10 to Dec10 (last plan issued 10.09.10).
Q2 10/11	Implement Planning and Public Protection Collaboration		Cllr Hugh H Evans	A draft structure has been presented to staff, HR, Unions, ICT for comment. Next stage will be a formal consultation on the proposed new structure, which affects staff in Denbighshire and Conwy. The staged process of implementation will start at management level of those who report direct to Heads of Service. A Report is going to Cabinet on 30 November regarding the proposals for the budget savings. The projected savings will be £150k in 2011/12 and a further £150k in 2012/13.
Q2 10/11	Implementation of the Ffynnon performance management system for Corporate and Service Business Plans		Cllr Hugh H Evans	Targetted work on those services that did not have fully updated business plans is now taking place. In addition, the corporate plan PMF has been rebuilt in light of recent changes to better reflect the Improvement Objectives and RBA language.
Q2 10/11	Improvement Agreements		Cllr Hugh H Evans	Self-assessment of performance in 2009-10 (and all associated evidence) has been submitted to, and analysed by, WAO and WAG. Awaiting final confirmation from WAG that we have been successful in obtaining the full Improvement Agreement Grant.
Q2 10/11	Develop Joint Business Planning with Conwy County Borough Council		Cllr Hugh H Evans	Draft template for joint business plan produced. Agreement to hold workshop in Quarter 3 to discuss joint outcomes for business plan.
Q2 10/11	Establish a Business Transformation Board		Cllr Hugh H Evans	The board has been established.
Q2 10/11	Establish a People and Place Board		Cllr Hugh H Evans	The board has been established.
Q2 10/11	Establish the Programme and Project Support Team as a "Programme Office"		Cllr Hugh H Evans	Initial meeting of the Business Transformation Board took place on 13/10/10. Initial meeting of the People & Places Board took place on 15/10/10. Future meetings to be scheduled a year in advance (in progress). Support for both groups provided by the Programme and Project Team.
Q2 10/11	Develop a Programme of Service Performance Reviews		Cllr Hugh H Evans	The programme of Service Performance Reviews has been established. The first round of reviews were carried out in June/July and the second round is taking place in November/December.
Q2 10/11	Develop a Simplified Board Structure		Cllr Hugh H Evans	The new simplified board structure has been developed.
Q2 10/11	Develop a system of integrating Equalities into Business Planning		Cllr Hugh H Evans	The Corporate Improvement Team has begun to develop a 'Fairness Framework', which will result in a new integrated Equality Scheme 2012-15 being presented to Council in March 2012. Equality actions will then be intergated into Service Business Plans from April 2012.

# Improvement Activity continued

Period	Title	RAG	Lead Member	Comment
Q2 10/11	GAIA Programme: Asset Management		Cllr Paul Marfleet	A good number of planned or reactive energy/carbon efficiency projects were undertaken in Q2 of 2010. However, SALIX energy efficiency projects due to be completed by September have not been completed. Although there are a few key sites whose consumption has reduced Q2 compared to the same period last year (e.g. underground car park), energy consumption across the county for Q1 & 2 is showing a approx 2% increase compared to last year and we are not yet in the coldest months of the year.
Q2 10/11	iTrent		Cllr Paul Marfleet	All HR modules are implemented with the exception of Web Recruitment which is expected to be implemented before Christmas. Discussion on Payroll continues, however, development on this is expected to commence in quarter 1 2011.
Q2 10/11	Produce a Corporate Workforce Planning Strategy		Cllr Paul Marfleet	A Corporate Workforce Plan has been developed although not updated. A process for updating this will be presented to SLT in November.
Q2 10/11	Review of Policy Making		Cllr Hugh H Evans	Final list of Policies to be considered by SLT in December 2010.
Q2 10/11	Develop PARIS as a key tool for supporting implementation of our reablement model of care delivery		Cllr Pauline Dobb	PARIS Phase II is progressing according to plan. Testing and Training are taking place simultaneously to reduce problems with implementation.
Q2 10/11	Joint Food Waste Treatment Project		Cllr Hugh H Evans	Detailed solutions have been evaluated and we are now down to two bidders. We will shortly be issuing a call for final tenders.
Q2 10/11	Joint Residual Waste Project		Cllr Hugh H Evans	Still on track to commence dialogue with bidders by the end of this financial year.



REPORT TO CABINET

CABINET MEMBER: Councillor H H Evans, Leader

LEAD OFFICER: Bethan Jones, Corporate Director Governance and Efficiency

DATE: 14<sup>th</sup> December 2010

SUBJECT: Governance arrangements for service collaboration projects between Conwy County Borough Council and Denbighshire County Council

1 DECISION SOUGHT

- 1.1 That Cabinet agrees new governance arrangements in relation to the council's existing collaboration projects with Conwy County Borough Council as set out in appendix 1.
- 1.2 That these new arrangements will apply to any future collaborative projects between Denbighshire CC and Conwy CBC
- 1.3 That if **significant** collaborative projects are developed with other counties then the model as set out is reviewed to establish if these can be accommodated within this or whether similar arrangements based on this model need to be established with other counties.

2 REASON FOR SEEKING DECISION

- 2.1 Denbighshire has entered into two major collaborative projects with Conwy CBC;
  - Highways and Infrastructure services
  - Regulatory and Planning services

Both of these projects have their own governance arrangements by way of Project Boards. The Boards comprise of the relevant cabinet member from each council, a director from each and the head(s) of service

- 2.2 Currently these projects stand alone and do not feel fully integrated into either the political or managerial arrangements or understanding, of either Conwy or Denbighshire. Lessons learnt are not developed or shared, and common issues between the projects are not addressed in a consistent or co-ordinated manner.
- 2.3 There is currently no integrated, joint structure through which to properly discuss and consider, both projects and their implications on the organisational and service structure of the councils. Nor through which to drive the projects effectively thereby ensuring that identified benefits are being identified, agreed jointly and achieved.

- 2.4 While collaboration is a significant element of the Welsh Assembly Government's ambition for local authorities in Wales and its aim for us to be more efficient. At a local level there is a need to develop confidence that collaboration will not detract from individual council autonomy or the quality of services, but that it will be a vehicle through which to drive a more efficient and effective way of delivering services.
- 2.5 There is also no strategic structure through which collaborative project proposals can be properly discussed, considered jointly and judged in a consistent manner. Where their implications can be properly debated, the political views of the two councils expressed, and the risks and the benefits jointly weighed prior to formal proposals being drawn up.
- 2.6 Both of these collaborations were opportunistic and service based rather than undertaken as a consequence of a strategic plan. Another proposed key collaboration failed, possibly because of an inadequate understanding of each others needs and concerns at the outset. Understanding and discussing these more formally at an earlier stage may have either stopped the work earlier or have resulted in a different outcome.
- 2.7 We don't currently have a standard requirement for formally reporting project progress or a standard business case requirement for considering any new collaboration proposals.
- 2.8 Significantly there is no joint officer forum to discuss and work through common collaboration issues and barriers to the success of collaborative projects, such as IT and staff terms and conditions, or to share good practice and lessons learnt.
- 2.9 As a consequence of the above issues a proposal has been jointly developed which will integrate and streamline the current project management arrangements whilst also providing a more robust framework within which to operate.
- 2.10 It is proposed that there should be one programme board to oversee and drive all existing collaborative projects between Conwy CBC and Denbighshire CC. In addition if any proposals were to come forward for new collaborative projects then it would be the role of this board to examine and test these in some depth and detail, and a view taken as to whether they should be taken forward or not.
- 2.11 The membership of this programme board will comprise of senior councilors, both Cabinet and Scrutiny members, and senior managers from both councils.
- 2.12 Working to the programme board will be an officer group the remit of which will be to work through the practical implications of collaboration with the joint heads of service and other services for which there is an implication.

2.13 There will be a consistent and formalised, reporting and project management system put in place based on current practice. This will include reporting the work of the Collaboration Programme Board to scrutiny, improvement/programme boards and management.

2.14 The proposed structure is set out in Appendix 1.

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

Section 111 Local Government Act 1972.

### **4 RESOURCE IMPLICATIONS**

#### **4.1 Cost Implications:**

The arrangements are being proposed to better understand the cost implications of collaboration and will in themselves not incur cost.

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

There will be a need for officers of both authorities to engage with the arrangements in a more organised manner. The arrangements in themselves will not lead to the need for an increase in staff.

#### **4.3 IT Implications:**

The arrangements are being proposed to better understand the IT implications of collaboration and will in themselves not incur cost.

### **5 RISK ASSESSMENT**

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

That insufficient corporate attention and drive is given to the current collaborative projects; that the projects fail to secure the identified benefits; that the benefits of collaboration aren't clear to the councils as a whole.

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

That the collaboration agenda gets concentrated only on current projects between Conwy and Denbighshire and that opportunities to collaborate with other councils are not properly explored; that support for the Regional Programme Boards declines.

### **6 CHIEF FINANCIAL OFFICER STATEMENT**

The Council has previously agreed internal procedures for partnering arrangements. As the process has developed it has become clear that further and better focused arrangements need to be put in place if the improvements to efficiency and cost savings are to be maximised.

## 7 CONSULTATION CARRIED OUT

Consultation has taken place with the lead members involved in collaboration, scrutiny chairs, the directors and heads of service of both counties.

## 8 IMPLICATIONS

### 8.1 Assessment of Impact on Corporate Priorities:

Service efficiency and transforming our business.

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

None

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

None

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

None

## 9 ACTION PLAN

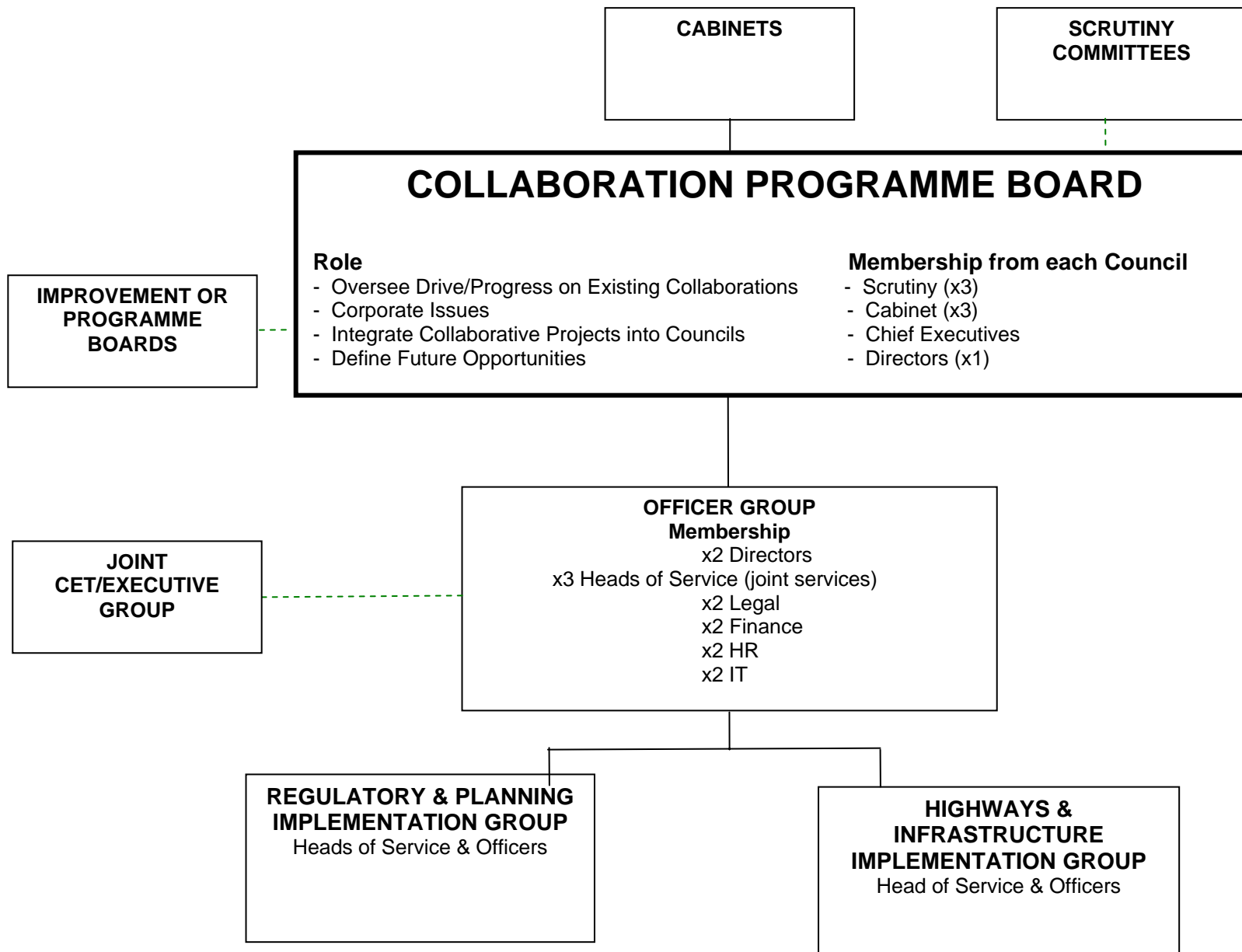
ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Seek nominations for the programme Board	BEJ by January	
Establish Officer Group	BEJ/ID by January	
Establish Programme Board	BEJ/ID by February	

## 10 RECOMMENDATIONS

10.1 That Cabinet agrees the new governance arrangements in relation to it's existing collaboration projects with Conwy County Borough Council as set out in appendix 1

10.2 That these new arrangements will apply any future collaborative projects between Denbighshire C C and Conwy CBC

10.3 That if **significant** collaborative projects are developed with other counties then the model as set out is reviewed to establish if these can be accommodated within this or whether similar arrangements based on this model need to be established with other counties.



**REPORT TO CABINET**

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

**LEAD OFFICER: GRAHAM BOASE, HEAD OF PLANNING AND PUBLIC PROTECTION**

**DATE: 14<sup>TH</sup> DECEMBER 2010**

**SUBJECT: FORMER NORTH WALES HOSPITAL, DENBIGH**

**1 DECISION SOUGHT**

1.1 To authorise an exemption from contract procedure rules for the appointment of a contractor to carry out urgent works at the Former North Wales Hospital Denbigh.

**2 REASON FOR SEEKING DECISION**

2.1. The main building is listed grade 2\* and due to theft, vandalism and neglect now requires urgent works as extensive dry rot has jeopardised the structural integrity of the floors and the roof. Should these elements of the building collapse it could cause consequential collapse of the external walls.

2.2. Previous attempts to work with the owner to bring about a viable and acceptable scheme for this site have failed. An outline planning permission previously granted has lapsed due to the failure of the owner to address reserved matters and planning conditions. There seems to be no prospect of the owner submitting a new application.

2.3. The Planning (Listed Building and Conservation Areas) Act 1990 places responsibility for the protection of listed buildings on the Council. Under Section 54 of the Act the Council may issue an Urgent Works Notice to the owner. Subject to the authorisation of the Planning Committee it is the intention to issue such a Notice.

2.4. Should the owner fail to carry out the works the Council can carry out those works. In this case the works are of a specialist nature involving the removal of all timber from the most important part of the building and the provision of a temporary roof.

2.5. We have taken advice from the Prince's Regeneration Trust and from a consultant architect and we believe it is necessary to have a contractor with experience of dealing with selective demolition in listed buildings. In this case they have recommended a contractor with this experience and in addition experience of dealing with another former mental hospital near Abergavenny by the same architect as the one in Denbigh.

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

- 3.1. Section 2 of the Local Government Act 2000 confers upon a local authority the power to do anything which it considers is likely to promote or improve the economic wellbeing of the area.
- 3.2. Contract procedure rule 10.1(a) permits an exemption from the requirement to obtain tenders where there is only one contractor able to carry out the works and rule 10(b) permits an exemption where tendering could cause an unacceptable delay that could increase the threat to life or property.

### **4. RESOURCE IMPLICATIONS**

#### **4.1. Cost Implications**

The exemption from contract procurement regulations will have no cost implications as the costs quoted by the contractor will be scrutinised by our quantity surveyor for value for money. Authority to spend funds for urgent works will be the subject of a report to Planning Committee.

#### **4.2. Staffing/Accommodation Implications.**

There are no staffing or accommodation issues.

#### **4.3 IT Implications**

There are no IT implications.

### **5 RISK ASSESSMENT**

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

There could be an unacceptable delay which may result in loss of building fabric through collapse and injury to trespassers. The tendering process could result in a less qualified contractor being awarded the contract with the potential for a detrimental impact on the listed building.

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

Any risk associated with obtaining a single tender will be minimised by carrying out a value for money assessment.

### **6 CHIEF FINANCIAL OFFICER STATEMENT**

The proposal is in line with the Council's contract procedure rules.

## **7 CONSULTATION CARRIED OUT**

- 7.1 Head of Internal Audit and Risk Management, Strategic Procurement Manager, Senior Procurement Officer, Conservation Architect and Legal Services Manager have been consulted and there have been no adverse comments.

## **8 IMPLICATIONS**

- 8.1 Assessment of Impact on Corporate Priorities:  
The proposal will ultimately have a positive impact on Priority 3, Regeneration.
- 8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability. The vision specifically refers to development at the hospital site and the contribution it will make to the regeneration of the Town of Denbigh.
- 8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation  
It is anticipated that development on the site will maximize the use of renewable energy resources and will use sustainable materials.
- 8.4 Assessment of Impact on NERC Act Biodiversity Duty:  
A Licence to disturb a protected species will be obtained before any work is carried out.

## **9 ACTION PLAN**

<b>ACTION</b>	<b>RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED</b>	<b>ACTION TO BE REVIEWED &amp; MONITORED BY / DATE TO BE MONITORED</b>
Issue an Urgent Works Notice	Graham Boase	January 2011
Appoint a contractor to carry out the urgent works	Graham Boase	February 2011

## **10 RECOMMENDATIONS**

- 10.1 That Cabinet authorises exemption from CPR rules to allow a single tender for urgent works on the former North Wales Hospital site.



REPORT TO CABINET

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

DATE: 14th December 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 budget forecasts in order to deliver the agreed budget strategy for 2010/11. 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 a projected, overall revenue under spend of £150k, excluding the schools' delegated budgets. Vacancies and other savings within Environment have contributed to the small increase in the projected net under spend. The revenue budget forecasts assume a neutral impact for single status payments in this financial year. The over spend reported on the schools' delegated budgets is £596k in total and relates to four schools in financial difficulty.

*i) **Lifelong Learning** is forecasting a balanced budget. A commitment has been made by the directorate to increase the accountability of budget holders. This will result in all overspends being taken off next year's budget if they have occurred as a result of ineffective budget management. Budget holders will have to balance their budgets in year unless the directorate management team have approved the variance on the basis of expenditure beyond the budget holder's control.*

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

- a) There are ongoing pressures on specialist placement budgets in Children's Services. The cost of these creates an additional pressure but it is assumed this can be funded by the Specialist Placement Reserve. Expenditure on services for older people has reduced as short term care demands have stabilised and some charges accrued against property have been realised. Demand on mental health budgets has increased. Any overspends arising this year will be funded from within the uncommitted element of the Supporting People grant. The Business Support expenditure estimate includes funding for interim senior management costs to the end of December. 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.

iii) **The Environment Directorate** is forecasting an under spend of £181k.

- a) The latest forecast assumes that winter maintenance costs can be contained within the existing budgets and by drawing on the Winter Maintenance Reserve. Increased pressures have been reported in some services this month but vacancy control savings have helped to improve the net position.

iv) **Corporate Governance & Efficiency budgets** are forecast to be £40k net over spent as a result of pressures on the translation budget.

4.2 **Capital expenditure** at the end of October is **£14.6m**, for a plan that totals **£31.3m**. 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 Housing Capital Plan.

4.4 The latest figures remain as per the last meeting and show an in year surplus of £303k (an improvement of £17k from last month) on the HRA and capital expenditure of £6.4m against an original plan of £8m. The capital expenditure forecast remains the same as last month with works not completed this year rolling into 2011/12. There have been four council house sales this year under the Right to Buy scheme meaning the housing stock is now 3,465. 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**

No perceived risks currently but future funding reductions have a 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. The current financial year must be used as a platform for all departments to begin to deliver the significant savings required to achieve the council's Medium Term Financial Strategy.

6.2 Service budgets remain 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 2010/11 is to reduce new borrowing and investment balances through use of temporary cash surpluses but maintain a level of cash that is sufficient for cash flow purposes. New borrowing has occurred this financial year, prior to the recent increase in interest rates charged to local authorities. Further debt rescheduling opportunities will continue to be explored and taken at the appropriate time by monitoring the Capital Plan, interest rates and the Council's cash position. Investment balances are continually monitored with the aim of maintaining sufficient levels to meet the Council's cash flow requirements.

The Council continues to invest with the top 6 UK banking groups and the HM Treasury deposit account. The Treasury Management Strategy agreed by Council allows investments to be placed with banks in Germany and Australia when required. The likely future levels of surplus cash makes this an unlikely event in the short to medium term.

Officers are meeting regularly with the Council's Treasury advisers to evaluate the current market position and are reviewing the strategy.

### **6.4 USE OF DELIVERING CHANGE FUND RESOURCES**

There is no change to the position reported to the last Cabinet meeting.

## **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 latest 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)	23,764	-9,225	14,394	23,764	-9,225	14,294	0	0	0	0
Environment	45,972	17,864	28,108	45,716	17,798	27,918	-256	66	-190	-181
Social Services & Housing	58,875	-17,582	41,293	59,646	-18,353	41,293	771	-771	0	0
Corporate Governance & Efficiency	21,035	-8,394	12,641	21,075	-8,394	12,681	40	0	40	40
Corporate, Miscellaneous & Benefits	32,211	-26,458	5,753	32,211	-26,458	5,753	0	0	0	0
Business Planning & Performance	2,504	-1,867	637	2,504	-1,867	637	0	0	0	0
<b>Total All Services</b>	<b>184,361</b>	<b>-45,662</b>	<b>102,826</b>	<b>184,916</b>	<b>-46,499</b>	<b>102,576</b>	<b>555</b>	<b>-705</b>	<b>-150</b>	<b>-141</b>
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
			<b>118,559</b>			<b>118,309</b>			<b>-150</b>	<b>-141</b>

**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
<b>Individual School Budgets</b>	62,901	-6,794	56,107	63,497	-6,794	56,222	596	0	596	596
<b>Schools - Non Delegated</b>	3,439	-51	3,388	3,439	-51	3,375	0	0	0	
<b>School Improvement &amp; Inclusion</b>	7,670	-2,702	4,823	7,670	-2,702	4,736	0	0	0	0
<b>Modernising Education</b>	1,704	0	1,704	1,704	0	1,704	0	0	0	0
<b>Education Grants</b>	3,342	-3,342	0	3,342	-3,342	0	0	0	0	0
<b>Library Services</b>	2,342	-146	2,196	2,342	-146	2,196	0	0	0	0
<b>Leisure &amp; Youth Services</b>	4,717	-2,434	2,283	4,717	-2,434	2,283	0	0	0	0
<b>Cultural Services Grants</b>	550	-550	0	550	-550	0	0	0	0	0
<b>Total excluding schools</b>	<b>23,764</b>	<b>-9,225</b>	<b>14,394</b>	<b>23,764</b>	<b>-9,225</b>	<b>14,294</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

	<b>Current Month £000s</b>	<b>Previous Month £000s</b>
<p><b><u>SCHOOLS - DELEGATED</u></b></p> <p>The projected overpend of £596k is reflective of the latest position during quarter 3. The true overspend across all schools is a £115k deficit which is however distorted by the significant number of schools with surplus balances. Therefore we have reported the position of £596k 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.</p>	596	596
<p><b><u>SCHOOLS - NON DELEGATED</u></b></p> <p>This budget has been reviewed and realigned this year. A scheme has been agreed with schools to meet the anticipated overspend in maternity costs. Work is nearing completion with the Head of SI&amp;I to agree expenditure that can be charged to this budget. All expenditure is currently being closely monitored by Finance to prevent unallowable expenditure.</p>	0	0
<p><b><u>SCHOOL IMPROVEMENT &amp; INCLUSION</u></b></p> <p>The underspend is based on information supplied by budget holders and includes potential redundancy costs for staff due to the ongoing restructure. However some budgets are overspent. The main ones are Education Social Workers and care leavers university fees. Agreed underspends have been removed from budgets and ringfenced as agreed with the Head of Service. Currently costs for out of county placements have only been received from three authorities and therefore the expenditure is based on last years costs.</p>	0	0

<p><b><u>MODERNISING EDUCATION</u></b></p> <p>The underspend relates to the £132k PB that was not transferred to capital. It is expected that this budget will be used to offset overspends within budgets and to fund one off spend in 2010/11 in relation to future efficiencies. The increased underspend is due to savings in mobile classrooms and maternity costs.</p>	0	0
<p><b><u>LEISURE &amp; YOUTH SERVICES</u></b></p> <p>The Youth Service underspend (£26k) assumes that the new structure will be in place in February 2011 and that the associated redundancy costs will be £30k. The projection assumes that the new management system will be funded from revenue (£15k). Work will be completed before the next report to realign the budgets. The Leisure Service is projecting an overspend of £28k. The projection assumes costs are funded from revenue for the IMS system (£33k) and Leisure Strategy (£5k). These projections assume that the growth in income is achieved. There are additional staff hours being worked by Rhyl and Denbigh LC in relation to the set up of the IMS system</p>	0	0
<p><b><u>LIBRARY SERVICES</u></b></p> <p>The service is currently working to an estimated balanced budget. Transfers of credit balances from the holding accounts will be utilised to offset the matchfunding for the Rhyl Library refurbishment.</p>	0	0
<p><b><u>TOTAL</u></b></p>	<b>596</b>	<b>596</b>



**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	15,191	5,370	9,821	15,122	5,308	9,814	-69	62	-7	-7
PLANNING & PUBLIC PROTECTION	4,546	1,725	2,821	4,522	1,725	2,797	-24	0	-24	-28
DIRECTOR & SUPPORT (Note 8)	517	57	460	374	57	317	-143	0	-143	-143
ENVIRONMENTAL SERVICES (Note 6)	17,290	6,333	10,957	17,288	6,333	10,955	-2	0	-2	11
REGENERATION & TOURISM (Note 4)	8,428	4,379	4,049	8,410	4,375	4,035	-18	4	-14	-14
<b>Total Environment</b>	<b>45,972</b>	<b>17,864</b>	<b>28,108</b>	<b>45,716</b>	<b>17,798</b>	<b>27,918</b>	<b>-256</b>	<b>66</b>	<b>-190</b>	<b>-181</b>

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

Comments	Current Month	Previous Month
<b>HIGHWAYS &amp; INFRASTRUCTURE</b>		
<b>School and Public Transport</b> Most of the savings on these budgets have now been vired to offset the major income pressures in Car Parking and Building Control.	-22	-22
<b>Car Parking income</b> 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 partly offset this pressure.	53	53
<b>Highways and Winter Maintenance</b> 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 early 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
<b>Staffing savings</b> Savings from vacant posts in the Highways Network and Admin Support Sections.	-38	-38
<b>TOTAL HIGHWAYS &amp; INFRASTRUCTURE</b>	<b>-7</b>	<b>-7</b>
<b>PLANNING &amp; PUBLIC PROTECTION</b>		
<b>Building Control and Development Control</b> During the first 7 months of the current financial year there continued to be major pressures on the large income budgets relating to Building and Development Control. These budgets have been adjusted to reduce this pressure.	0	8
<b>Land Charges</b> 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
<b>Licensing</b> An application for the award of costs has been made against the Council as a result of a successful appeal by the V2 Nightclub in Ruthin against the closure of the premises.	33	26
<b>Improvement Grants</b> Due to the short term nature of this funding it has been difficult to appoint staff to these positions and as a result there will be underspends in 10/11. The work required as part of the funding has been undertaken by existing staff.	-17	-17

<b>Staffing savings &amp; Professional Fees</b>		
The budget savings on vacant posts plus not committing to spend the professional fees budgets across the Service.	-40	-45
<b>TOTAL PLANNING &amp; PUBLIC PROTECTION</b>	<b>-24</b>	<b>-28</b>
<b>DIRECTOR &amp; SUPPORT</b>		
<b>Staffing savings</b>		
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 which are not included in other parts of this report.	-143	-143
<b>TOTAL DIRECTOR &amp; SUPPORT</b>	<b>-143</b>	<b>-143</b>
<b>ENVIRONMENTAL SERVICES</b>		
<b>Refuse Collection &amp; Waste Disposal</b>		
Latest indications are that not all the N Wales Residual Waste facility procurement budget of £309K will be spent.	-40	-40
<b>Public Conveniences</b>		
Savings as a result of rating revaluations on some premises.	-7	-7
<b>Free School Meals</b>		
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.	46	58
<b>Street Lighting</b>		
Net savings on the utility budgets in 10/11 due to lower contracted pricing tariffs being agreed for the full year. These savings have now been vired to help offset other Departmental pressures.	-1	0
<b>TOTAL ENVIRONMENTAL SERVICES</b>	<b>-2</b>	<b>11</b>
<b>REGENERATION &amp; TOURISM</b>		
<b>Llangollen Royal International Pavilion</b>		
There is a pressure on this budget in 10/11 as a result of the delay in re-opening the Venue following the major upgrade to the facilities.	49	49
<b>Staffing savings</b>		
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.	-63	-63
<b>TOTAL REGENERATION &amp; TOURISM</b>	<b>-14</b>	<b>-14</b>
<b>TOTAL ENVIRONMENT DIRECTORATE</b>	<b>-190</b>	<b>-181</b>

**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	9,466	-821	8,645	9,716	-972	8,744	250	-151	99	0
Adult Services	43,063	-10,811	32,252	43,700	-11,475	32,225	637	-664	-27	-28
Supporting People Grant	4,489	-4,488	1	4,489	-4,613	-124	0	-125	-125	-27
<b>Sub Total Social Services</b>	<b>57,018</b>	<b>-16,120</b>	<b>40,898</b>	<b>57,905</b>	<b>-17,060</b>	<b>40,845</b>	<b>887</b>	<b>-940</b>	<b>-53</b>	<b>-55</b>
Non HRA Housing	1,857	-1,462	395	1,741	-1,293	448	-116	169	53	55
<b>Directorate Total</b>	<b>58,875</b>	<b>-17,582</b>	<b>41,293</b>	<b>59,646</b>	<b>-18,353</b>	<b>41,293</b>	<b>771</b>	<b>-771</b>	<b>0</b>	<b>0</b>

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

<u>Comments</u>	<b>Current Month</b>	<b>Previous Month</b>
	<b>£000s</b>	<b>£000s</b>
<b><u>SOCIAL SERVICES</u></b>		
<b>CHILDREN'S SERVICES</b>		
The outturn for Children's Services is currently showing an overspend of £99K. To achieve this, a figure of £140k has been assumed from the Children's Specialist Placement reserve. Specialist Residential and Fostering placements still remain the main pressure areas with a combined overspend of £305K. The increased overspend compared to last month relates to increased costs of agency staff employed to clear backlogs of work resulting from increased numbers of referrals into the service together with increased Specialist Placement fees and legal costs. This outturn assumes no further increased costs in relation to Specialist placements during the remainder of the financial year.	99	0
<b>TOTAL CHILDREN'S SERVICES</b>	99	0
<b>ADULT SERVICES</b>		
<b>Learning Disabilities</b>		
The service is projected to show an under spend of £2k, a reduction in the under spend of £1k from the previous month. The outturn assumes CHC income of 96k but the definitive split has not yet been agreed. The main	-2	-3
<b>Mental Illness</b>		
Expenditure on Residential, Nursing and Homecare will continue to be the main budget pressure and expenditure in the last two months suggest that the overall pressure could increase if the pattern continues. One new care package, one continuing care package and one revised care package are the main factors in the outturn increasing.	146	115
<b>Older People</b>		
The outturn for Older People is currently £67k overspent with the main pressures on residential, nursing and domiciliary care budgets. The expenditure can fluctuate significantly during the year, especially on domiciliary care. Expenditure on residential care had increased over the summer because of increased demand in short term care, although this has now stabilised. Currently, there are 30 clients with charges against property amounting to approximately £444k. It is not certain when this will be released and so an estimate of £180k 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. Income forecasts have improved in the local authority homes due to a number of residents paying full fees increasing.	69	67
<b>Older People Extra Care Provision</b> - 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 2011/12 to fund the Prestatyn and Ruthin extra care schemes.	-155	-140

<b>PDSI</b> Community Care spend was the largest budget pressure in 2009/10 and this will still be the case for 2010/11, though there has been a slight improvement on last month. It is also expected that expenditure on specialised equipment can be contained within budget. Another factor as to why the outturn has improved is because of savings expected through not filling a post vacated in November.	28	53
<b>Performance Management &amp; Commissioning</b> This projected under spend is mainly savings in staffing costs due to the continuation of the vacancy control process.	-163	-149
<b>Other Adult Services</b> Charging policy income received so far based on seven months' invoices is higher than the corresponding period last year and should mean income from charges meets the revised charging policy budget. However, since income from charges can be volatile and difficult to predict, this figure is closely monitored and reviewed every month.	-160	-164
<b>Cefndy Healthcare</b> Improved sales and the tightening of internal controls are expected to see an improvement of £90k from the final 2009/10 position. Sales currently show an improvement of £160k compared to the corresponding period last year.	30	26
<b>Business Support &amp; Development</b> Costs associated with the Paris Project remain a significant pressure this year due to the implementation of the latest phase of the system. There are also underlying pressures in directorate support budgets. Additional pressures this year include the costs of the acting Head of Children's Services' post being extended by five months until January and a reduction in income to the Workforce Development Unit.	180	167
<b>TOTAL ADULT SERVICES &amp; BSD</b>	<b>-27</b>	<b>-28</b>
<b>Supporting People</b> The in year underspend in 2009/2010 was taken to fund corporate pressures going forward and £600k has been identified for the same purpose in 2010/11. At this stage, any surplus above this amount will be assumed to be taken to the Supporting People reserve but this position may change as the year progresses.	-125	-27
<b>HOUSING</b> The pressure on homeless budgets is currently £49k. Recent changes to the HRA leasing subsidy have had a negative impact on council funded housing services to the value of £25k. Also, changes in HB legislation has caused a projected overspend of £10k in B&B accommodation. In addition, the Housing Task & Finish Group agreed to continue funding to voluntary organisations to the value of £27k. Other accommodation costs have started to increase, however, HB receipts are also following the same trend, therefore net expenditure projections remain static.	53	55
<b>TOTAL HOUSING</b>	<b>53</b>	<b>55</b>
<b>TOTAL SOCIAL SERVICES &amp; HOUSING</b>	<b>0</b>	<b>0</b>

**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
<b><u>FINANCE &amp; ASSETS</u></b>									
Finance	5,122	(2,234)	2,888	5,122	(2,234)	2,888	-	-	-
Property	7,611	(4,167)	3,444	7,611	(4,167)	3,444	-	-	-
<b>FINANCE &amp; ASSETS</b>	<b>12,733</b>	<b>(6,401)</b>	<b>6,332</b>	<b>12,733</b>	<b>(6,401)</b>	<b>6,332</b>	-	-	-
<b><u>STRATEGIC HR</u></b>									
HR	1,704	(381)	1,323	1,704	(381)	1,323	-	-	-
<b><u>GOVERNANCE &amp; EFFICIENCY</u></b>									
Corporate Governance	2,156	(541)	1,615	2,096	(541)	1,555	(60)	-	(60)
Translation	111	-	111	211	-	211	100	-	100
<b>GOVERNANCE &amp; EFFICIENCY</b>	<b>2,267</b>	<b>(541)</b>	<b>1,726</b>	<b>2,307</b>	<b>(541)</b>	<b>1,766</b>	<b>40</b>	-	<b>40</b>
<b><u>CUSTOMER CARE</u></b>									
Customer Services	874	(190)	684	874	(190)	684	-	-	-
ICT	2,696	(594)	2,102	2,696	(594)	2,102	-	-	-
Corporate Communications	216	(54)	162	216	(54)	162	-	-	-
<b>CUSTOMER CARE</b>	<b>3,786</b>	<b>(838)</b>	<b>2,948</b>	<b>3,786</b>	<b>(838)</b>	<b>2,948</b>	-	-	-
<b><u>AUDIT &amp; RISK MANAGEMENT</u></b>									
Internal Audit	451	(124)	327	451	(124)	327	-	-	-
Risk Management & Insurance	94	(109)	(15)	94	(109)	(15)	-	-	-
<b>AUDIT &amp; RISK MANAGEMENT</b>	<b>545</b>	<b>(233)</b>	<b>312</b>	<b>545</b>	<b>(233)</b>	<b>312</b>	-	-	-
<b>CORPORATE GOVERNANCE &amp; EFFICIENCY</b>	<b>21,035</b>	<b>(8,394)</b>	<b>12,641</b>	<b>21,075</b>	<b>(8,394)</b>	<b>12,681</b>	<b>40</b>	-	<b>40</b>
<b>CORPORATE &amp; MISCELLANEOUS</b>	<b>6,570</b>	<b>(817)</b>	<b>5,753</b>	<b>6,570</b>	<b>(817)</b>	<b>5,753</b>	-	-	-
<b><u>BUSINESS PLANNING &amp; PERFORMANCE</u></b>									
Improvement Team	357	-	357	357	-	357	-	-	-
Project Management	338	(224)	114	338	(224)	114	-	-	-
Partnership & Communities	1,809	(1,643)	166	1,809	(1,643)	166	-	-	-
<b>BUSINESS PLANNING &amp; PERFORMANCE</b>	<b>2,504</b>	<b>(1,867)</b>	<b>637</b>	<b>2,504</b>	<b>(1,867)</b>	<b>637</b>	-	-	-
<b>BENEFITS</b>	<b>25,641</b>	<b>(25,641)</b>	-	<b>25,641</b>	<b>(25,641)</b>	-	-	-	-
<b><u>TOTAL</u></b>	<b>55,750</b>	<b>(36,719)</b>	<b>19,031</b>	<b>55,790</b>	<b>(36,719)</b>	<b>19,071</b>	<b>40</b>	-	<b>40</b>

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 November 2010**

**APPENDIX 2**

		2010/11	2011/12	2012/13	2013/14
		£000s	£000s	£000s	£000s
<b>Capital Funding:</b>					
1	<b>General Funding:</b>				
	Unhypothecated Supported Borrowing	7,618	5,407	4,445	4,431
	General Capital Grant	3,917	1,936	1,565	1,369
	General Capital Receipts	941			
	Earmarked Capital Receipts	365	49	0	0
		12,841	7,392	6,010	5,800
2	<b>Prudential Borrowing</b>	8,287	2,029	0	0
3	<b>Reserves and Contributions</b>	1,155	0	0	0
4	<b>Specific Grants</b>	10,742	4,028	70	
	<b>Total Finance</b>	33,025	13,449	6,080	5,800
	<b>Total Estimated Payments</b>	-32,225	-13,207	-80	0
	<b>Contingency</b>	-800	-1,000	-1,000	-1,000
	<b>Earmarked Contingency</b>				
	<b>Unallocated Reserve</b>	0	0	0	0
	<b>Funding available</b>	0	-758	5,000	4,800



## Capital Expenditure By Directorate

	2010/11 Spend to November	2010/11 Estimated programme	2011/12 Estimated programme	2012/13 Estimated programme	2013/14 Estimated programme
	£000	£000	£000	£000	£000
Environment	11,629	23,636	4,535	80	0
Lifelong Learning	1,799	5,104	7,185	0	0
Corporate, Governance and Efficiency	1,140	3,009	1,312	0	0
Social Services and Housing	92	476	175	0	0
<b>Total</b>	<b>14,660</b>	<b>32,225</b>	<b>13,207</b>	<b>80</b>	<b>0</b>

## Capital Expenditure by Council Priority

	2010/11 Spend to November	2010/11 Estimated programme	2011/12 Estimated programme	2012/13 Estimated programme	2013/14 Estimated programme
	£000	£000	£000	£000	£000
Modernising Education	1,422	4,014	6,655	0	0
Roads and Flood Defence	5,043	9,164	800	0	0
Regeneration	1,877	3,313	315	0	0
Responding to Demographic Change					0
<b>Total</b>	<b>8,342</b>	<b>16,491</b>	<b>7,770</b>	<b>0</b>	<b>0</b>

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 November	2010/11 Estimated Programme
	£000	£000
Highways	2,358	4,400
<b>Total</b>	<b>2,358</b>	<b>4,400</b>

**Appendix 4 Housing Revenue Account ~ 2010/2011 Budget**

<b>2009/2010</b> Final Outturn  £	<b>Period 7 - OCTOBER 2010</b>  <b>EXPENDITURE</b>	<b>2010/2011</b>			<b>2010/2011</b>
		<b>Original Budget  £</b>	<b>Forecast Out-turn  £</b>	<b>Variance to Budget  £</b>	<b>Previous Report Sept  £</b>
1,764,345	Supervision & Management - General	1,799,554	1,879,576	-80,022	1,883,591
275,198	Supervision & Management - Special	282,778	284,315	-1,537	284,315
146,779	Welfare Services	149,058	153,626	-4,568	153,271
2,661,438	Repairs and Maintenance	2,739,136	2,711,864	27,273	2,722,363
<b>4,847,760</b>	<b>Total Housing Management</b>	<b>4,970,526</b>	<b>5,029,381</b>	<b>-58,855</b>	<b>5,043,540</b>
2,212,562	Item 8 Capital Charges	2,452,038	2,401,876	50,162	2,404,939
0	CERA	0	0	0	0
0	Rent Rebate Subsidy Limitation	91,000	75,000	16,000	75,000
3,044,175	Subsidy	2,986,027	3,016,493	-30,466	3,016,493
-7,081	Provision for Bad Debts	26,750	25,750	1,000	25,750
<b>10,097,417</b>	<b>Total Expenditure</b>	<b>10,526,341</b>	<b>10,548,500</b>	<b>-22,159</b>	<b>10,565,722</b>
	<b>INCOME</b>				
10,474,398	Rents (net of voids)	10,644,755	10,689,017	44,262	10,689,017
139,940	Garages	153,342	151,537	-1,805	151,924
4,924	Interest on Balances & Other Income	34,886	11,106	-23,780	11,106
<b>10,619,262</b>	<b>Total Income</b>	<b>10,832,983</b>	<b>10,851,660</b>	<b>18,677</b>	<b>10,852,047</b>
	<b>Surplus / Deficit (-) for the Year:</b>				
<b>521,845</b>	<b>General Balances</b>	<b>306,642</b>	<b>303,160</b>	<b>-3,482</b>	<b>286,325</b>
1,021,686	Balance as at start of year ~ General	1,543,531	1,543,531	0	1,543,531
1,543,531	Balance as at end of year ~ General	1,850,173	1,846,691	-3,482	1,829,856

## HRA Capital Plan Update 2010/11

## Appendix 5

Month 7

Actual 2009/10 £	Description	Approved Schemes £	Actual at End Oct £	Forecast Outturn £
464,100	Environmental Improvement Works	415,000	354,215	495,000
3,032,256	Major Improvements	7,226,000	2,832,825	5,446,406
119,044	Windows Replacement	0	0	0
15,816	Central Heating Contract	0	0	0
410,209	Disabled Adaptations (Council Houses)	400,000	259,713	450,000
<b>4,041,425</b>	<b>Total</b>	<b>8,041,000</b>	<b>3,446,753</b>	<b>6,391,406</b>
<b>2009/10 £</b>	<b>HRA Capital Plan Financed By:</b>	<b>Original £</b>		<b>Forecast £</b>
2,400,000	Major Repairs Allowance Grant	2,400,000		2,400,000
18,900	Useable Capital Receipts	21,000		66,000
1,622,525	Prudential Borrowing	5,620,000		3,925,406
0	CERA	0		0
<b>4,041,425</b>	<b>Total</b>	<b>8,041,000</b>		<b>6,391,406</b>

## REPORT TO CABINET

**CABINET MEMBER:** COUNCILLOR P J MARFLEET, LEAD MEMBER FOR MODERNISING THE COUNCIL

**LEAD OFFICER:** G HUMPHREYS, SENIOR PERSONNEL OFFICER

**DATE:** 14 DECEMBER 2010

**SUBJECT:** ROUTINE REPORTING ON PERSONNEL

**1. DECISION SOUGHT**

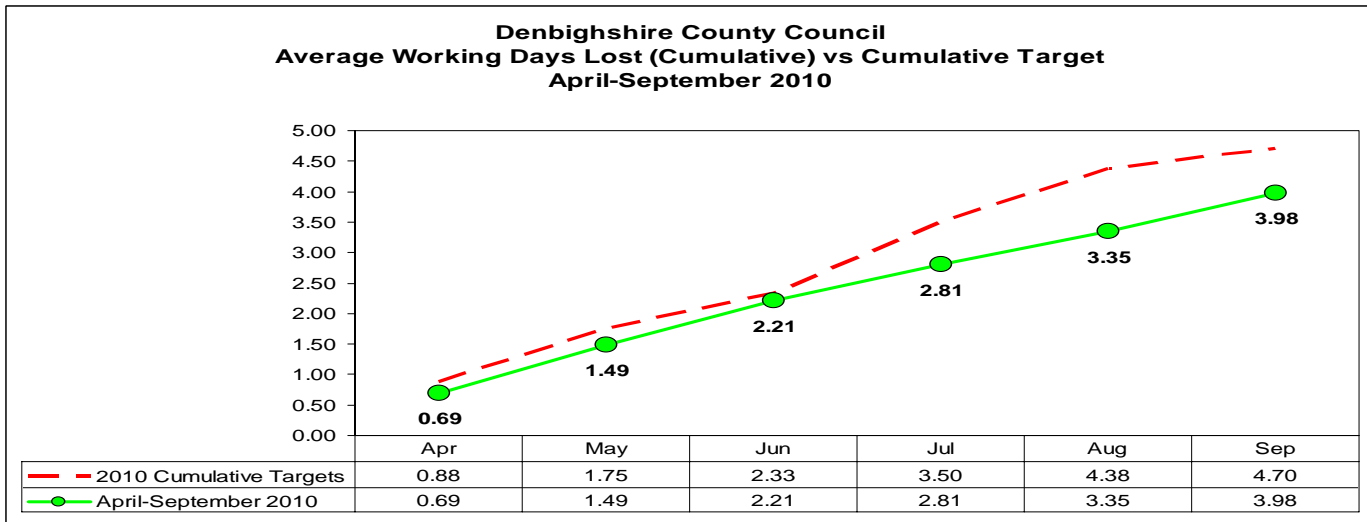
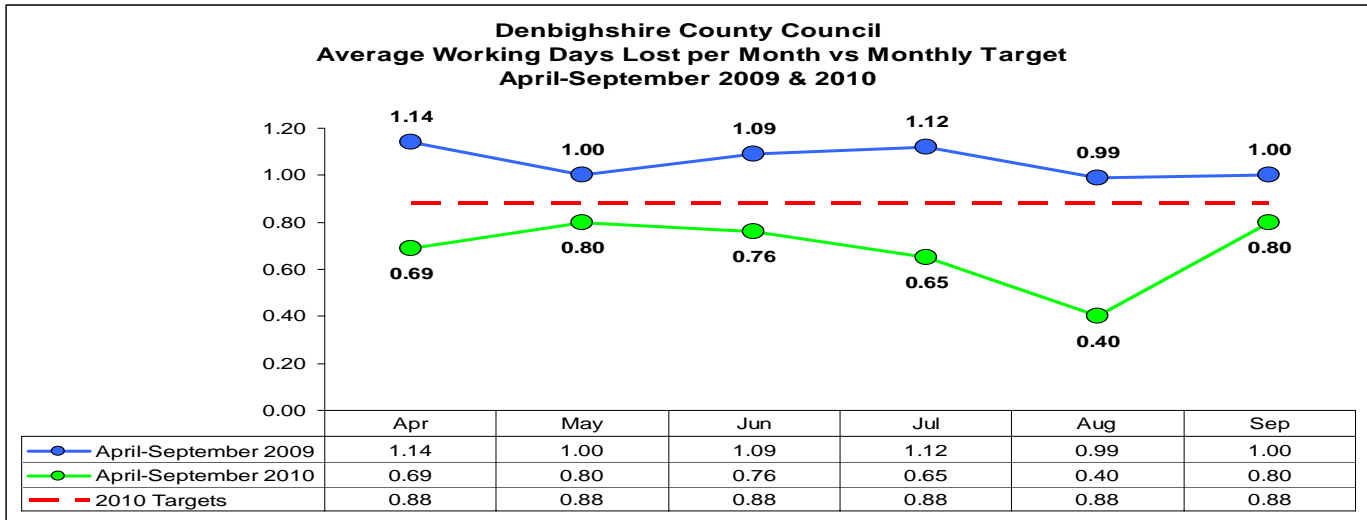
For Members to note and comment on the new content of the enclosed overview report on Personnel Statistics which provides Headcount Analysis for the period April-September 2010 and a comparison of collated data for Sickness Absence within the authority between April-September 2009 and April-September 2010.

**2. REASON FOR SEEKING THE DECISION**

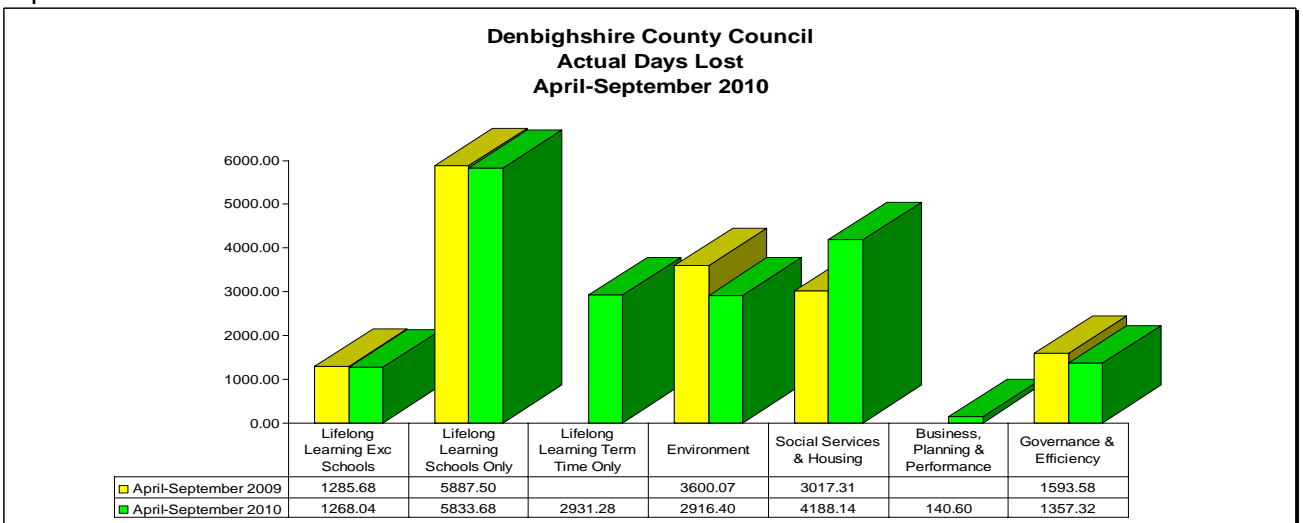
The headcount and full time equivalent (FTE) figures in the authority have decreased during April-September 2010, with the headcount decreasing by 58 and the FTE figure decreasing by 30.

Month	FTE	Increase / Decrease on Previous Month
April	3973	-11
May	4009	36
June	4000	-8
July	3894	-106
August	3818	-76
September	3943	125
<b>Overall FTE Increase/Decrease</b>		<b>-30</b>

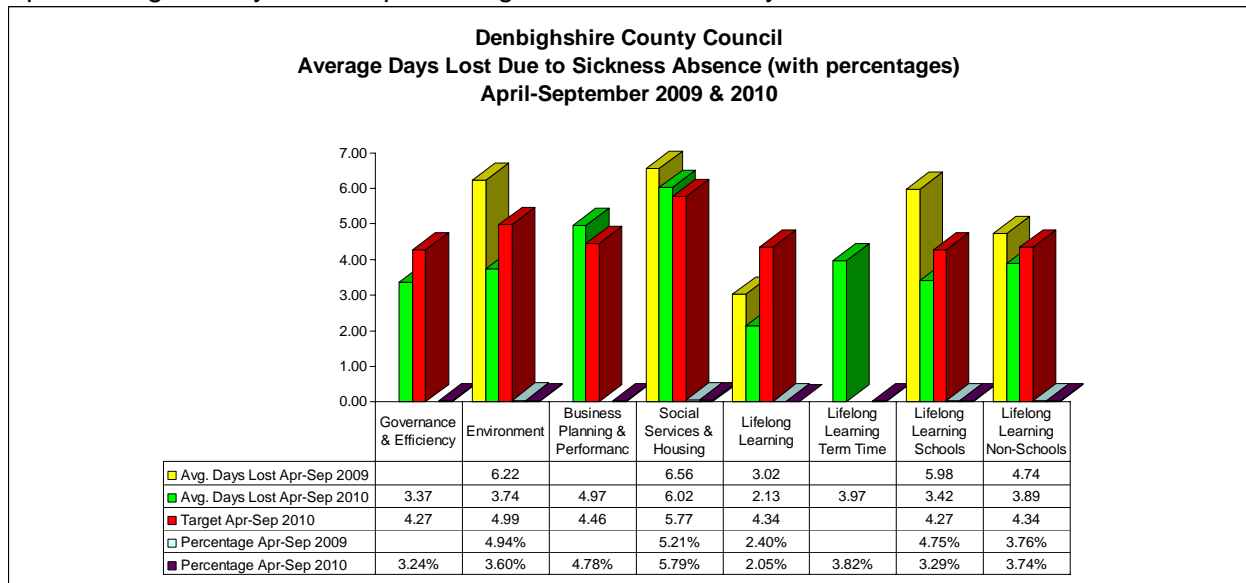
**2.1.** Sickness absence figures for the period April - September 2010 are significantly lower in comparison with the same period in 2009, with the cumulative figure for average working days lost from April-September 2010 standing at 3.98 days lost per employee, 15% below the target of 4.70 days lost. The number of actual days lost due to absence has been reduced by 4274 days between April-September 2009, when 19982 days were lost, and the same period this year, when 15708 days were lost. This represents a 21% reduction.



The chart below shows that every single directorate for which data is available in both periods has shown an improvement in the actual number of days lost between April-September 2009 and April-September 2010.



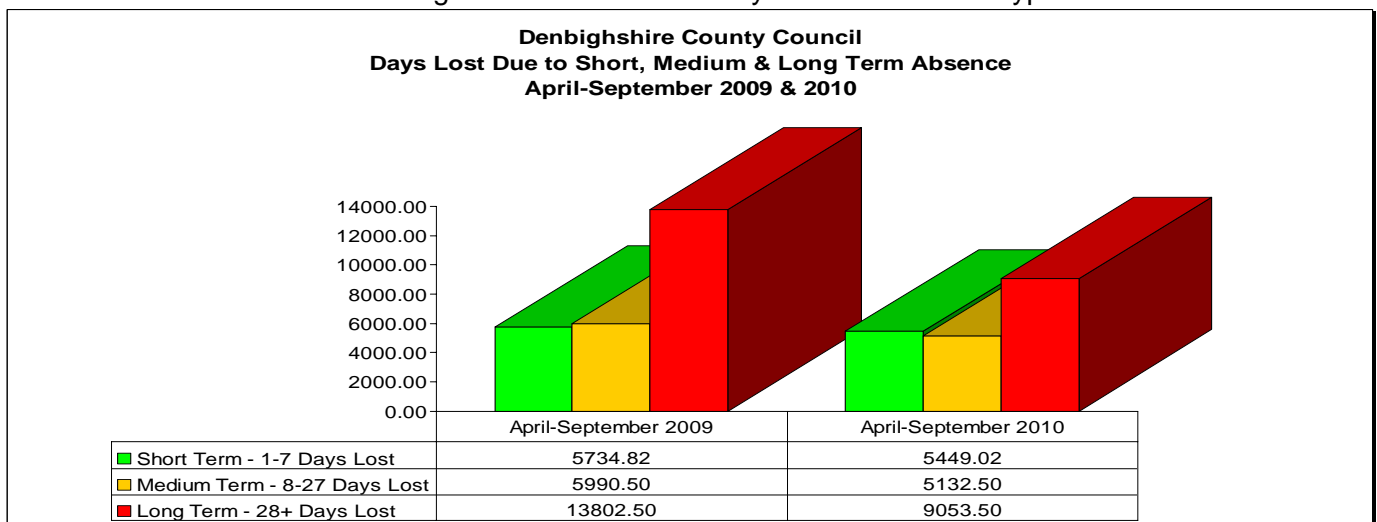
The next chart shows a comparison between the average number of days lost due to sickness per employee during April-September 2009 and 2010, together with a percentage figure for each period representing the days lost as percentage of all available days within each directorate.



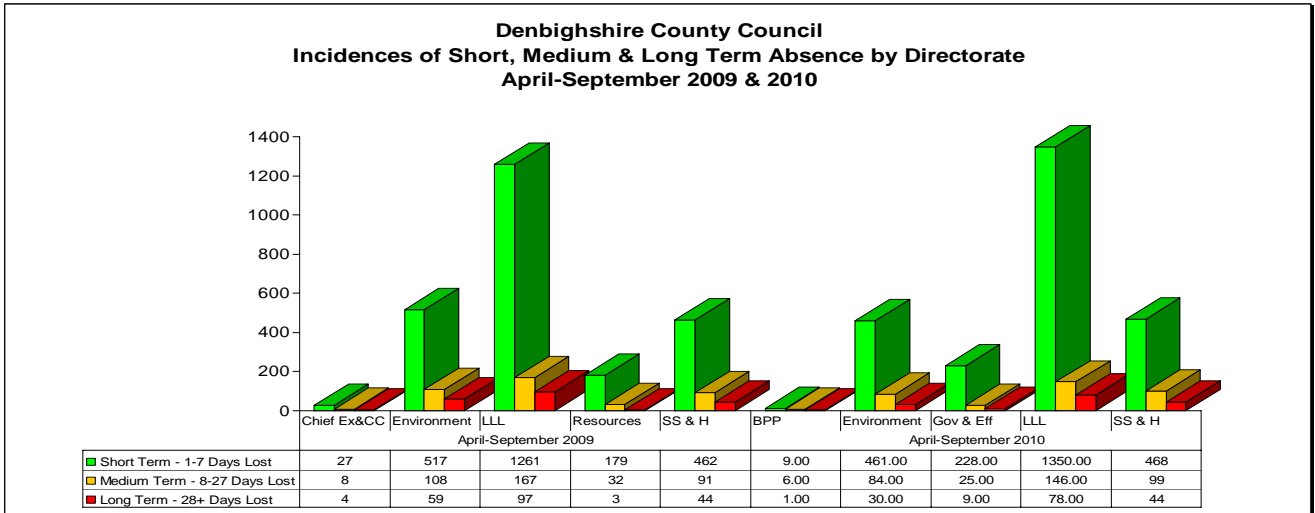
Within the Environment Directorate, all services have achieved a significant reduction in the average number of working days lost due to sickness absence apart from the Finance & Performance service.

Of similar significance is the fact that within Social Services & Housing, Adult Services and Housing Services have experienced a substantial decrease in comparison with the same period in 2009 and are under the Quarter 2 target. Children's Services has suffered a worsening in sickness absence in comparison with 2009, causing the service to be over target for this period.

**2.2.** With regards to short, medium and long term absence during April-September 2009 & April-September 2010, the latter period shows a marked decrease in medium and long term absence of absence, by 11% and 22% respectively, which is only slightly offset by a 3% increase in short term absence. Incidences of short term absence are much more frequent than medium and long term absences. The chart below gives a breakdown of days lost due to each type of absence.



The most striking of the chart below, which provides a breakdown of short, medium and long term absence, is the preponderance of short term absence in the Lifelong Learning Directorate. Closer analysis shows that the greatest proportion of all three types of absence - short, medium and long term – as well as the majority of working days lost due to each type of absence is contributed by the Schools service.



In Social Services & Housing, Adult Services suffers from the highest incidence of short term absence, whilst also losing the most working days due to long term absence during April-September 2010. In Environment, the highest proportion of all three types of absence is attributable to Environmental Services, with long term absence a particular problem.

**2.3.** In relation to the reasons for sickness absence, the top five reasons have remained the same in both April-September 2009 & 2010, albeit with some re-positioning in terms of days lost per reason.

The top five absence reasons in April-September 2010 are –

- Stress depression anxiety mental health fatigue (23.24%)
- Other musculo-skeletal (13.46%)
- Stomach liver kidney digestion (9.86%)
- Infections - to include colds flu (9.06%)
- Other (8.60%)

It should be noted that “Stress Depression Anxiety Mental Health Fatigue” remains the number one reason for absence across the authority as a whole and, with the exception of Environment, within each directorate. Indeed, absences due to stress have increased from 14.68% in April-September 2009 to 23.24% in April-September 2010, representing an increase in actual days lost of 714.

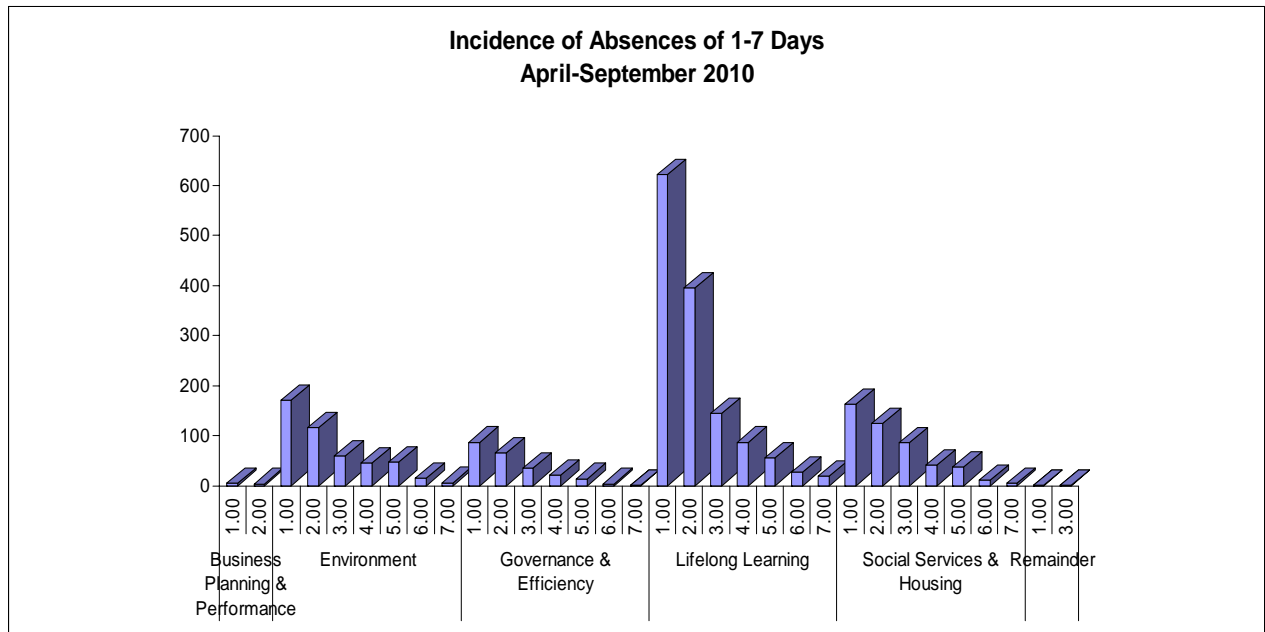
This trend of stress related absences being the cause of almost a quarter of all absence is represented evenly across all directorates with very little variation, with the exception of Lifelong Learning – Teachers Only, where stress is responsible for 33.5% of all absences, whilst within the Business Planning & Performance directorate stress is responsible for 54.77%. At the opposite end of the spectrum, in the Environment directorate stress is only responsible for 9.74% of absences, making it only the fifth most common reason.

A related topic is the high proportion of stress related absences that are not being referred to Occupational Health once an employee returns to work. The number of non-referrals now stands at 37%.

**2.4.** Absences of 1-7 days were by far the most common type of absence during April-September 2010, as shown in the table below.

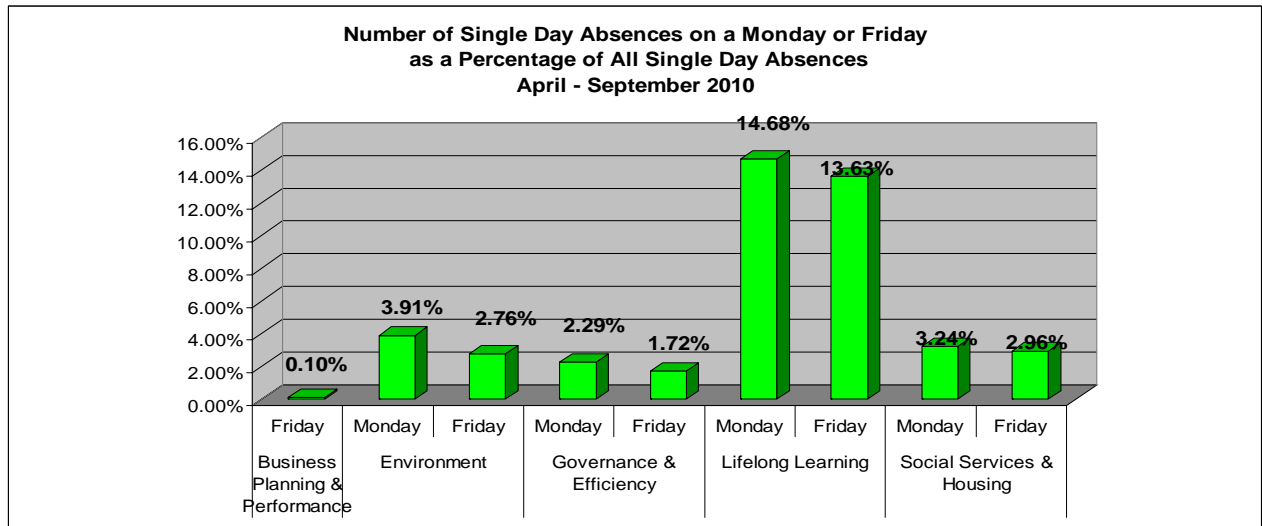
1-7 Day Absences (rounded up to the nearest whole day)	Total Number of Incidents
1.00	1049
2.00	705
3.00	326
4.00	195
5.00	155
6.00	57
7.00	31
<b>Grand Total</b>	<b>2518 (82.83% of all absence incidents)</b>

This type of absence was a particular problem for the Lifelong Learning directorate, as shown in the chart below.



A further examination of the data shows a trend for high numbers of single day absences on a Monday and Friday within the Lifelong Learning directorate.





**2.5.** The percentage of Return To Work interviews completed during April-September 2010 stands at 42%. As the Return to Work Interview process has been proven to be an extremely effective tool in the reduction of sickness absence, this figure indicates that this is an area that requires further attention.

### 3 POWER TO MAKE THE DECISION

3.1. Section III of the Local Government Act 1972

### 4 RESOURCE IMPLICATIONS

**4.1 Cost Implications:** There are no significant cost implications associated with the preparation of this information.

**4.2 Staffing / Accommodation Implications:** There are no direct staffing implications however sickness levels do impact on the ability to provide services.

**4.3 IT Implications:** There are no IT implications associated with the preparation of this information.

### 5 RISK ASSESSMENT

**5.1 Risks associated with not agreeing the recommendation/s** N/A

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

### 6 FINANCIAL CONTROLLER STATEMENT

6.1 Payroll costs are one of the largest costs faced by the Council and therefore any further actions to monitor and control expenditure are beneficial.

### 7 CONSULTATION CARRIED OUT

7.1. The headcount & absence information has been prepared by the Strategic HR team directly from the HR system.

## 8 IMPLICATIONS

### 8.1 Assessment of Impact on Corporate Priorities:

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

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

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

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

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

## 9 ACTION PLAN

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

## 10 RECOMMENDATIONS

10.1. Members consider the new format and data and the relevance of the information supplied

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

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor S Frobisher, Lead Member for Environment and Sustainable Development

**LEAD OFFICER:** Steve Parker, Head of Environmental Services

**DATE:** 14<sup>th</sup> December 2010

**SUBJECT:** Exemption from tendering requirement of Contract Procedure Rules: Refuse Collection Vehicles

**1 DECISION SOUGHT**

Environmental Services requests permission of the Cabinet that it may be excepted from the tendering requirement of the Council's Contract Procedure Rules (CPRs) for the purchase of two refuse collection vehicles (RCVs) on the grounds that there is only one supplier able to supply vehicles of the required specification. One of these vehicles is a "like for like" replacement of the vehicle that currently serves the Llangollen area. The second is an additional RCV required for an extension of the x2 service, which will replace other vehicle types.

**2 REASON FOR SEEKING DECISION**

Since introducing the x2 refuse collection service involving fortnightly collections of non-recyclable refuse, the Council has increased its recycling rate from 21% (in 2005/06) to 58% (first quarter of 2010/11) and has reduced landfill by 50%. However, the x2 service has been expanded as far as it can using "standard" RCVs and to expand into areas with poor access and rural areas, more specialised, narrow-chassis/bodied vehicles with minimum 7 tonne load capacity are needed. The only supplier of such vehicles is the niche RCV manufacturer Dennis-Eagle. The RCV currently serving the Llangollen area for refuse collection is one of these narrow-chassis/bodied vehicles. However, this vehicle is nearing the end of its economic life and will fall due for replacement early in 2011.

The availability of an extra RCV that can operate effectively and efficiently in any area of the county, urban or rural, will offer increased flexibility when the Council carries out the recycling and refuse service re-design anticipated for 2011/12.

**3 POWER TO MAKE THE DECISION**

In accordance with Clause 10.1(a) there is only one provider able to supply the vehicles required. Under CPR 10.2 (c.), Cabinet has the power to grant an exemption from the requirement for tendering for contracts with a value greater than £250,000.

## **4 RESOURCE IMPLICATIONS**

### **4.1 Cost Implications:**

Each of the two RCVs is expected to cost in the region of £130,000. The case for the direct replacement of the Llangollen vehicle is straightforward. The vehicle has reached the end of its seven-year planned life and is due for replacement. As it has been well maintained, it will be used to replace an older, less economical vehicle used to compact and transfer bulky waste received at the Botanical Gardens depot.

The additional vehicle, fitted with wheely-bin lifts to enable the expansion of the x2 service, will allow the withdrawal of at least two of the pick-up trucks currently used. No additional personnel need be recruited to achieve this.

An extension of the x2 service to a further 3,500 households would be expected to reduce DCC's waste to landfill by around 600 tonnes per year. This would lead to a projected saving in disposal costs of £50,000 in 2011/12, increasing in subsequent years as Landfill Tax increases from £56 to £80 per tonne.

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

None.

### **4.3 IT Implications:**

None.

## **5 RISK ASSESSMENT**

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

If Cabinet does not agree with the recommendation, it will not be possible to extend the x2 service. This will prevent the Council from achieving the enhanced levels of recycling and reductions in volumes to landfill that have been the result of the x2 scheme. In addition, it will prevent a further 3,500 households from enjoying the benefits that wheeled-bin collection bring, notably the resistance to bird and animal pests and resulting cleaner streets.

In the case of the direct replacement for the Llangollen RCV, there is an increasing risk of incurring excessive maintenance and other running costs due to the age of the vehicle.

In March 2010, Government announced its intention to increase Landfill Tax by £8 per tonne per year until April 2014 when it will reach a rate of £80 per tonne. The tax currently stands at £48 per tonne. Similarly, the Landfill Allowance Scheme (LAS) involves penalties of £200 per tonne for every tonne of waste landfilled, over and above Denbighshire's reducing annual limit. This indicates how avoiding disposal by landfill offers real financial benefit. Currently, households in the south of Denbighshire create around 30% more waste for landfill than in the north of the county where the vast majority of residents receive the x2 service.

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

In agreeing with the recommendation there is a risk that the impact on waste arising will not be as great as already achieved in other areas and savings on landfill costs are consequently less than forecast. Even in this case, residents will still receive the benefits and convenience of the wheely-bin service,

## **5 CHIEF FINANCIAL OFFICER STATEMENT**

The proposal represents a cost effective way forward to help the Council reduce its land fill tonnages and associated costs.

## **7 CONSULTATION CARRIED OUT**

Consultation has been carried out with the Council's Fleet Manager who is satisfied of the appropriateness of this vehicle type and is familiar with the necessary maintenance procedures. Further consultation has been carried out with the staff that would operate these vehicles and they are similarly satisfied that the vehicles are appropriate and fit for purpose.

## **8 IMPLICATIONS**

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

Improving waste management for Denbighshire's citizens is not referred to in the current Corporate Priorities. However, the recommendation is consistent with the Council's Core value of "Unity" as it would increase the proportion of the county's households receiving the x2 service from around 62% to 70%.

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

The recommendation is consistent with the vision for Denbighshire 2025. In particular, "Denbighshire will be an ideal place to live because..."  
... "we will recycle most of our waste and conserve energy", and  
... "we will respect and maintain our natural environment".

Denbighshire residents already recycle most of their waste (51% in 2009/10, the highest rate in Wales) and this proposal is aimed at taking recycling beyond 60%.

The recommendation is consistent with the Sustainability and the Sustainable Development Plan. In particular, where the Council has a duty to minimise the production of waste and encourage recycling and recovery. This has been reinforced by the strategic aim of the Council 'A Higher Performing Council Closer to the Community' as the definition of 'High Performing' uses to the National Strategic Indicators; two of which are specific to waste management: -

**WMT/009** 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

**WMT/004** The percentage of municipal waste collected by local authorities sent to landfill

## 9 ACTION PLAN

<b>ACTION</b>	<b>RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED</b>	<b>ACTION TO BE REVIEWED &amp; MONITORED BY / DATE TO BE MONITORED</b>
Cabinet approval	Cabinet: December 2010	Environmental Services Manager: December 2010
Place order for vehicles	Graham Taylor: December 2010	Environmental Services Manager: December 2010
Vehicle delivery	March 2011	Environmental Services Manager: March 2011

## 10 RECOMMENDATIONS

To authorise the procurement of 2 number 18 tonne narrow chassis/body refuse collection vehicles from Dennis Eagle Ltd.

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

<b>11 JANUARY 2011</b>	
Capital Plan 2010 – 2011 and 2011 - 2012	Councillor J Thompson Hill P McGrady
Final Budget Proposals 2011 – 2012 or end of month	Councillor J Thompson Hill P McGrady
Tender for substance misuse services – joint contract with Conwy CBC	Councillor S Frobisher Ceriann Tunnah, Substance Misuse Officer, Conwy CBC Mobile: 07717543398
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>25 JANUARY 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill P McGrady
Final Budget Proposals 2011 - 2012	Councillor J Thompson Hill P McGrady
Asset Review	Councillor P J Marfleet B Jones / David Mathews
Scrutiny Area Member Groups and Strategy for Area / Town Plans – seeks agreement to the strategy which will lead to development of the plans -	Councillor H H Evans G Boase / M Dixon / E Wynne
Policy for the Prevention and Detection of Fraud and Corruption	Councillor J Thompson Hill I Butler
The Big Plan - Consultation	Councillor H H Evans D Hesketh
Whistleblowing Policy	Councillor J Thompson Hill I Butler
Approval to enter into a contract for the treatment of recyclates	Councillor S Frobisher S Parker
Integration of Parking Services Teams CCBC and DCC	Councillor S Frobisher S Davies / Mike Graham
Extension of parenting programme contract with Action for Children	Councillor M M Jones S Ellis / Vicky Allen / Helen Head
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>15 FEBRUARY 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill P McGrady
Housing Revenue and Capital Budgets 2011 – 2012	Councillor J Thompson Hill P McGrady
Selection of Preferred Bidder - N E Wales Regional Food Waste Treatment Project	Councillor S Frobisher S Parker / J Espley
Redevelopment proposals for Sun Centre and Theatre, Rhyl Part II - to include comment from J Groves on Leisure asset review and feedback from workshops	Councillor D A J Thomas I Prys Jones / M Dixon / C Brindle / J Groves
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>29 MARCH 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill P McGrady
Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys

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 / P McGrady / Gareth Williams
Approval to appoint a contractor for the Foryd Harbour Walking and Cycling Bridge	Councillor S Frobisher Bob Humphreys
The Big Plan	Councillor H H Evans D Hesketh
Strategic Youth Justice Plan and Inspection Report	Councillors S Frobisher and M M Jones Emma Rathbone
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>26 APRIL 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill P McGrady
Capital Plan 2010-2011	Councillor J Thompson Hill P McGrady
Award of Contract for Provision of Insurance Policies for DCC	Councillor J Thompson Hill Chris Jones
West Rhyl Housing Regeneration Strategy – Implementation and Delivery Plan	Councillors S Frobisher and D A J Thomas Gareth Roberts
<b>24 MAY 2011</b>	
Revenue Budget Monitoring Report 2010 -2011	Councillor J Thompson Hill P McGrady
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
<b>JUNE 2011</b>	
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
Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys
<b>JULY 2011</b>	