

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 15 February 2011 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; R L Feeley and D Owens.

ALSO PRESENT

Chief Executive; Corporate Director: Demographics, Wellbeing & Planning; Corporate Director: Business Transformation & Regeneration; Corporate Director: Learning & Communities; Acting Head of Corporate Governance and the Acting Chief Financial Officer.

WELCOME

Councillor H H Evans welcomed Leighton Rees, Head of Children and Family Services to his first Cabinet meeting.

1 APOLOGIES

Councillor E W Williams, Lead Member for Education.

2 DECLARATION OF INTERESTS

Members were asked to declare any personal or prejudicial interests in any business identified to be considered at the meeting.

Councillor D A J Thomas declared a personal but non-prejudicial interest, as a Council tenant, in Item 6, Housing Revenue Account Budgets 2011-2012.

RESOLVED that Cabinet note the above declaration of interest.

3 URGENT MATTERS

There was one Part II Urgent Report – Apollo Cinema, Rhyl which would be tabled at item 10.

4 MINUTES OF THE CABINET MEETING 25.01.2011

The Minutes of the Cabinet meeting held on 25 January 2011 were submitted.

Item 6 Write Off Sundry Debtors – Councillor J Thompson Hill confirmed he had provided the requested information to Cabinet Members.

Item 11 Amendment to the Winter Maintenance Policy – Councillor S Frobisher informed Members that approximately £100k further funding would be provided from WAG for winter maintenance with any balance being funded from the Environment budget.

***RESOLVED** that, subject to the above, the Minutes of the meeting held on 25 January 2011 be approved as a correct record and signed by the Leader.*

5 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2010-2011

Councillor J Thompson Hill presented the report for Cabinet to note the latest estimate of the likely outturn figures for the 2010/11 financial year as detailed in Appendix 1 attached to the report and the summary capital plan performance for 2010/11 as detailed in Appendices 2 and 3 attached to the report. Cabinet were also asked to note the latest Housing Revenue Account and housing capital position for 2010/11 as detailed in Appendices 4 and 5 attached to the report.

For consistency with previous budget reports, this and those to the end of the financial year would retain the 4 directorate block presentations whilst those relating to 2011-2012 would be presented using the new corporate structure.

The overall revenue underspend was £265k excluding the schools' delegated budget. Vacancies and other savings within the Environment block and additional DWP subsidy within Corporate Governance & Efficiency had contributed to the £75k increase in the projected net underspend from last month. The overspend reported on the schools' delegated budgets had reduced by £79k to £517k and related to four schools in financial difficulty.

Lifelong Learning was 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 £235k, and the latest forecast assumed winter maintenance costs could be contained within the existing budgets, additional contributions from the North Wales Trunk Road Agency and by drawing on the Winter Maintenance Reserve. Corporate Governance and Efficiency was forecasting a £30k net underspend, the pressures on the translation budget would be offset by some additional DWP subsidy.

Capital expenditure was at £17.3m for a plan totalling £28.7m – Members were asked to delete "October" and replace with "January" in the first sentence of paragraph 4.2. Officers continued to meet with external Treasury advisers to evaluate the current

money market position and review the strategy. The latest figures for the Housing Revenue Account showed an in year surplus of £291k, an increase of £3k from the previous month. The Authority was on course to achieve the Welsh Housing Quality Standard by the end of 2012 and the business plan was financially viable.

The Revenue underspend was welcomed by Councillor P J Marfleet, however, he expressed concern regarding the likely capital underspend at the year end and asked whether this was an issue of capacity or particular problematical areas. Councillor Thompson Hill advised that there was usually a higher level of spend in the last quarter of the financial year and he was not expecting any significant slippage in the budget by the year end. Councillor S Frobisher confirmed that work was programmed to take place until the year end.

Clarification was sought by Councillor P A Dobb on overspends being taken off next year's budget if they occurred as a result of ineffective budget management. The Corporate Director: Lifelong Learning and Communities confirmed that any overspends which were the result of ineffective management or poor planning would not in future be written off and schools would have to deal with the overspends in the next financial year. Responding to Councillor Dobb's queries on winter maintenance reserves, the Acting Head of Finance and Assets said the Authority had reserves for winter maintenance for use in extreme winters and that further funding was to be made available from WAG for potholes and gritting. He agreed to provide figures on the amount of the winter maintenance reserves budget and how it fluctuates and any further funding which may come in from WAG and what this could be used for.

Following comments from Members on underspends by the Welsh Assembly Government, Councillor H H Evans said the Assembly had underspend by some £380m and there was now some debate with Central Government on the possible return of these monies whilst all Authorities were under pressure financially. He felt there was a lack of robust financial management in the Assembly and they were not making the correct use of the funding allocated. The funding should have been allocated to Authorities.

The Chief Executive said he had attended a meeting last week with officials from WAG, Leaders and Chief Officers of other Authorities and they had discussed budgets and settlement figures. It was felt that poor planning by WAG had to the current situation and a further meeting with WAG officials was imminent.

Councillor H H Evans also referred to the revenue budget reports covering the next financial year and he said Heads of Services would have to work closely with Lead Cabinet Members to discuss pressures and so on. The new Performance Scrutiny Committee would monitor this. The Chief Executive agreed that Lead Members would need to meet with Corporate Directors and Heads of Service on at least a monthly basis to ensure the correct level of support and information sharing.

RESOLVED that Cabinet note:

- 1 *the revenue projections for 2010/11 as detailed in Appendix 1 attached to the report*
- 2 *the Summary Capital Plan performance figures for the 2010/11 financial year as detailed in Appendices 2 and 3 attached to the report*
- 3 *the Housing Revenue Account and Housing Capital Plan forecasts as detailed in Appendices 4 and 5 to the report.*

6 HOUSING REVENUE AND CAPITAL 2011-2012

Councillor J Thompson Hill presented the report seeking Cabinet agreement that:

- 1 the Housing Revenue Account Budget (Appendix 1) and the Housing Stock Business Plan (Appendix 2) be adopted
- 2 rents for Council dwellings be increased in accordance with the Rent Setting Policy in Section 2.2.12 (average 4.6%) from Monday 4th April 2011
- 3 rents for Council garages be increased in accordance with Section 2.5.1 by £0.20 to £5.70 (3.6%) per week with effect from Monday 4th April 2011
- 4 heating charges be increased in accordance with Section 2.6.3 by 2.5% with effect from Monday 4th April 2011
- 5 contracts for Lot 5 of the Housing Capital Framework Agreement and for the re-roofing of Maes Emlyn, Rhyl be approved in accordance with Section 2.8.1

Councillor Thompson Hill referred to the typographical error in paragraph 2.5.1 on garage rent increases and advised that it should read "... and by 3.8% from £5.50 to £5.70 per week in 2010/11. A modest increase of 20p to £5.50 (3.6%) is proposed for 2011/12." He detailed various aspects of the report, including the forecast outturn, proposed budget, housing stock business plan, leasing, garage rents and heating charge increases as well as the framework agreement and contractor appointments.

Following queries from Councillor P J Marfleet, the Head of Housing Services advised Members that the management and maintenance allowance was increasing and the Council was no longer reliant on sales to deal with its housing maintenance. Five Council houses had been sold during the current year. The Housing Stock Business Plan was viable but was dependent upon external factors. The Guideline Rents were used by the Welsh Assembly Government to give an indication of what Authorities should charge and any subsidies received were based on these figures. To date Denbighshire had charged more to help with its housing capital programme. He confirmed that qualifying tenants could only claim benefit for the rents they paid.

Councillor D A J Thomas referred to good management by officers and said a prudent increase in rents was being set for the coming year.

The Head of Housing Services referred to review of garages carried out two years previously and said the garages had been intended as facilities for an estate owing to lack of parking spaces in some locations. There was a possibility some garages could be sold but this could have a great impact on the estates. Councillor P J Marfleet suggested that consideration should be given to the use given to the garages.

Councillor H H Evans reminded the Head of Housing Services that there were still garages being rented to people who lived outside the Authority area and he wanted to ensure local need was given priority. The Head of Housing Services advised that the garages in question were rented by people who had been tenants of the Authority but had now moved and had continued with the garage rentals.

RESOLVED that Cabinet agree:

- 1 the Housing Revenue Account Budget (Appendix 1) and the Housing Stock Business Plan (Appendix 2) be adopted
- 2 rents for Council dwellings be increased in accordance with the Rent Setting Policy in Section 2.2.12 (average 4.6%) from Monday 4th April 2011
- 3 rents for Council garages be increased in accordance with Section 2.5.1 by £0.20 to £5.70 (3.6%) per week with effect from Monday 4th April 2011
- 4 heating charges be increased in accordance with Section 2.6.3 by 2.5% with effect from Monday 4th April 2011
- 5 contracts for Lot 5 of the Housing Capital Framework Agreement and for the re-roofing of Maes Emlyn, Rhyl be approved in accordance with Section 2.8.1.

7 EXTENSION OF ACTION FOR CHILDREN CONTRACTS FOR THE DELIVERY OF PARENTING SKILLS PROGRAMME AND YOUNG CARERS' SERVICES

Councillor M M Jones echoed the welcome given by Councillor H H Evans to Leighton Rees, Head of Children and Family Services to Denbighshire to his first Cabinet meeting.

Councillor M M Jones presented the report for Cabinet to approve the extension of the Parenting Skills Programme contract to cover the period May 2011 to 31 March 2012 and the extension of the Young Carers Project contract to cover the period April 2011 to 31 March 2012, both with the organisation Action for Children.

Denbighshire was involved in the Families first pioneer initiative as part of a 3 County consortium – with Flintshire and Wrexham Councils – which was aimed at improving the delivery of services to children and families living in poverty particularly within Rhyl and Upper Denbigh.

Councillor H H Evans asked whether the Big Plan would take over from some of the established schemes. The Head of Children and Family Services said there would be a transition period from Cymorth to Families First and this contract would cover that period. He confirmed that the strategic thrust of Families First would be discussed as part of the corporate Big Plan.

RESOLVED that Cabinet approves the extension of the extension of the Parenting Skills Programme contract to cover the period May 2011 to 31 March 2012 and the extension of the Young Carers Project contract to cover the period April 2011 to 31 March 2012, both with the organisation Action for Children.

8 ISSUES REFERRED TO CABINET BY THE SCRUTINY COMMITTEES

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

9 CABINET FORWARD WORK PROGRAMME

Councillor H H Evans presented the Cabinet Forward Work Programme.

Members were asked to note that the next Cabinet meeting to be held on 29 March 2011 would commence at 9.00 a.m.

The Acting Head of Corporate Governance agreed to let Cabinet Members know why the declaration of the farm surplus to requirements was to be presented at Cabinet.

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

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 19 of Part 4 of Schedule 12A of the Local Government Act 1972.*

10 URGENT ITEMS

APOLLO CINEMA, RHYL

Councillor D A J Thomas presented the report seeking Cabinet approval to grant Apollo Cinemas the sum stated in the report, being the sum granted to the Authority from WAG to carry out the improvements required by the cinema. In addition, approval was sought to contribute a capital sum, as stated in the report, from the Authority to the project.

Councillor Thomas said the funding contributions had been agreed in principle with the Welsh Assembly Government and Apollo Cinemas. The Denbighshire contribution had increased over and above that already approved in principle to ensure the allocation of funding between the three funders (Denbighshire, WAG and Apollo) conformed with State Aid Regulations. The extra Denbighshire contribution would come from the Capital Contingency Budget. Written advice had been received from Counsel that the scheme would conform with State Aid Regulations on the basis of the funding structure agreed.

The scheme was fundamental to the successful regeneration of Rhyl as it was the only current regeneration scheme with a significant investment by the private sector. The investment would open up further opportunities for private sector investment in the area e.g. food restaurants in the Children's Village. Existing jobs at the Apollo would be safeguarded whilst work was in progress and once completed there would be

opportunities for new jobs. If the project did not proceed the opportunity for further investment in the area could be far more challenging.

Councillor P J Marfleet was fully supportive of the scheme and said it would help develop the area. He queried the extra contribution which needed to be made by the Authority and asked whether the development would be detrimental to car parking revenue. The Programme and Project Team Manager detailed the tenders and their scrutiny and said discussions had been also held with Apollo Cinemas. Both WAG and the Council had received advice on State Aid. The increase in the Council's contribution was because the Authority owned the building. Councillor S Frobisher said there would be a few less spaces in the outside car park but there would be an increase in the use of the underground car park. Councillor J Thompson Hill was also supportive of the scheme which he felt would help regenerate Rhyl. The project would be externally managed but it was important to ensure the Council had significant input as the property owner. The Programme and Project Team Manager said Denbighshire officers would be involved in the project and Apollo Cinemas and the developer had accepted this would happen.

The Corporate Director: Business Transformation and Regeneration said a detailed and robust programme of project management was being put in place for Rhyl which would in future ensure that Members were all aware of projects under consideration.

Councillor D A J Thomas thanked all the staff involved with the project.

RESOLVED that Cabinet approves the grant paid to the Authority by WAG in the sum stated in the report, to be paid over to Apollo Cinemas Ltd and also approve a contribution to the scheme as stated in the report, from the Authority's own Capital Plan.

The meeting concluded at 11.10 a.m.

REPORT TO CABINET

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

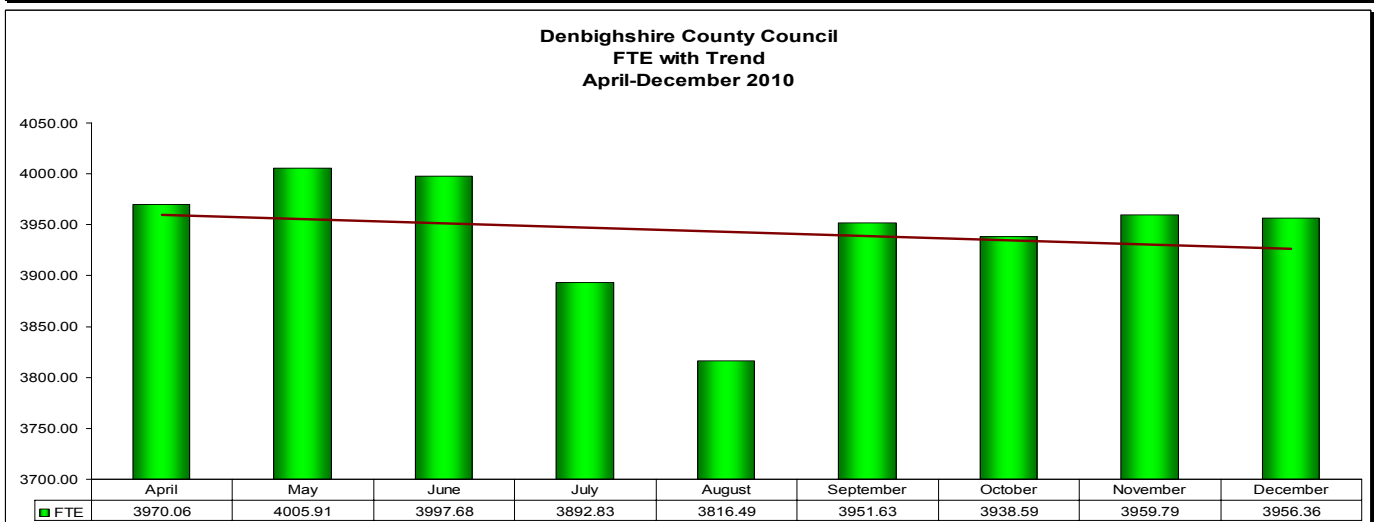
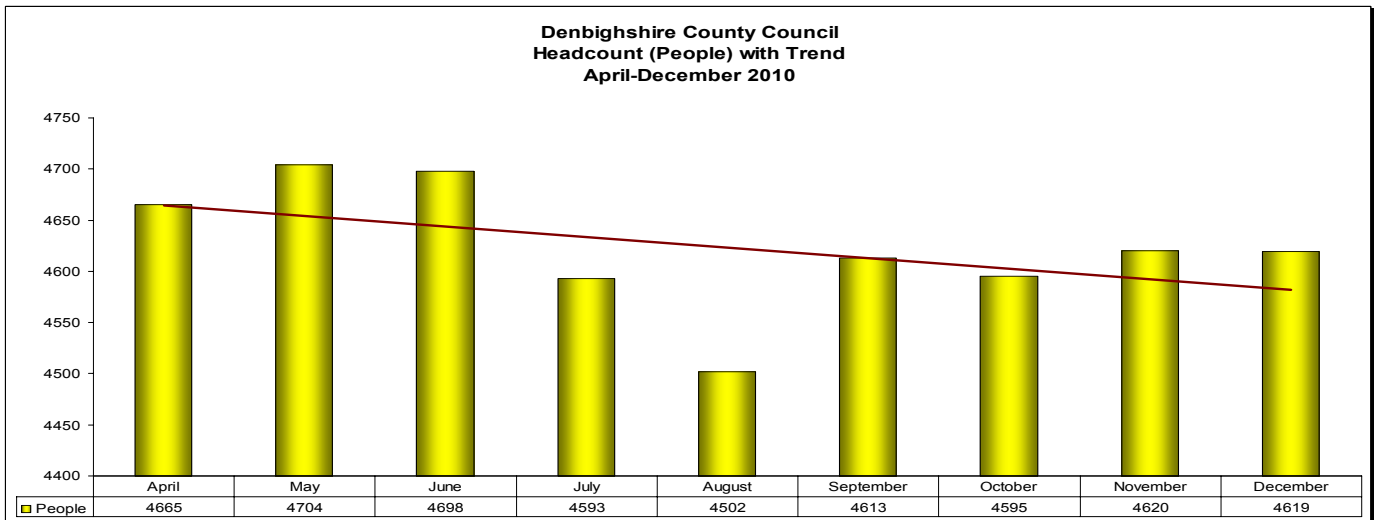
DATE: MARCH 2011

SUBJECT: ROUTINE REPORTING ON PERSONNEL

1. DECISION SOUGHT

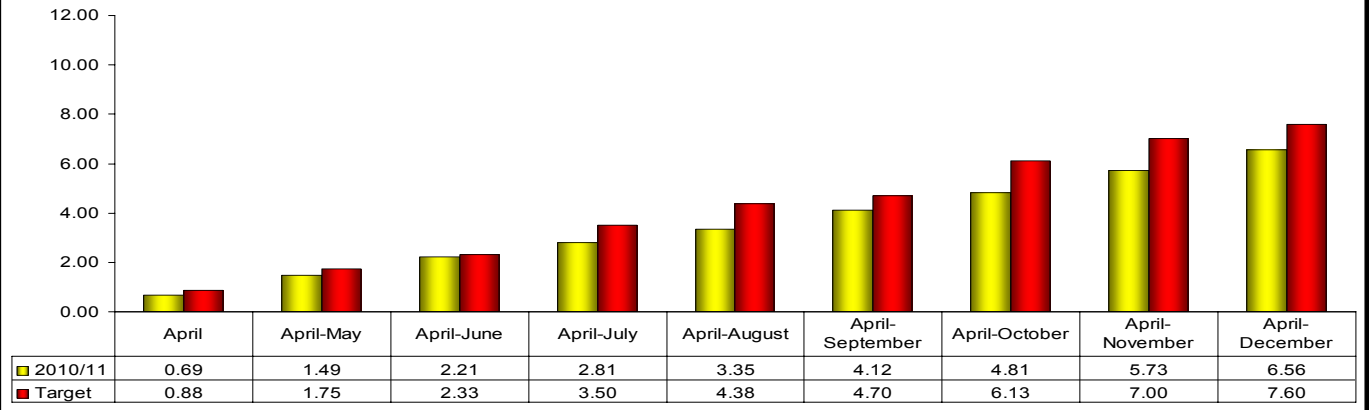
For Members to note and comment on the content of the enclosed overview report on Personnel Statistics which provides Headcount Analysis for the period April-December 2010 and a comparison of collated data for Sickness Absence within the authority between April-December 2009 and April-December 2010.

2. The headcount and full time equivalent (FTE) figures for the authority have decreased during April-December 2010, with the headcount decreasing by 46 and the FTE figure decreasing by 13.69.



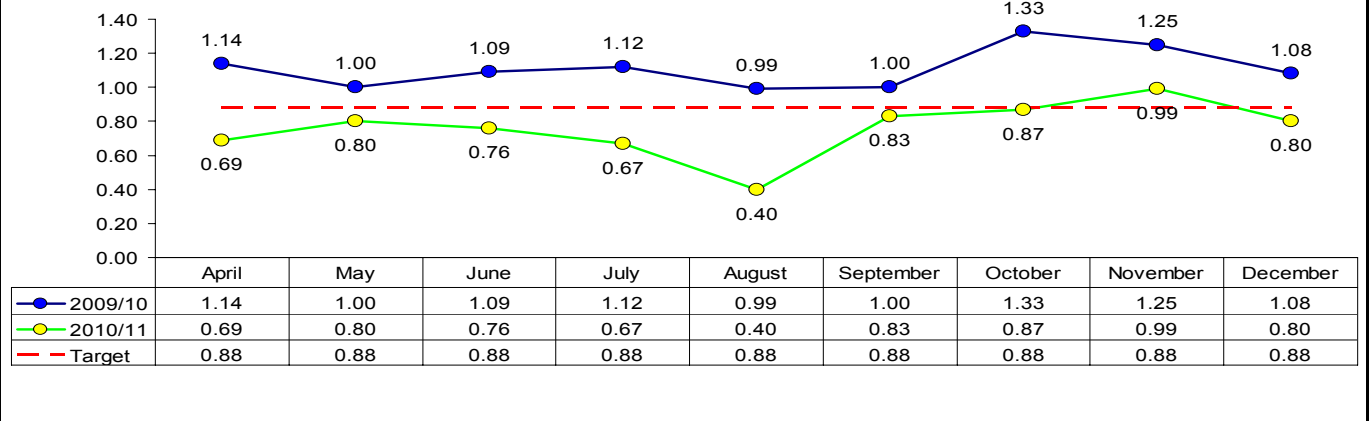
2.1 Sickness absence figures for the period April-December 2010 are significantly lower in comparison with the same period in 2009, with the cumulative figure of 6.56 days lost per employee for April-December 2010 remaining below the target of 7.6 days lost per employee. This reduction represents a 20.5% decrease in the average number of days lost across the authority between the two periods.

**Denbighshire County Council
Average Days Lost Per Employee (Cumulative)
April-December 2010**



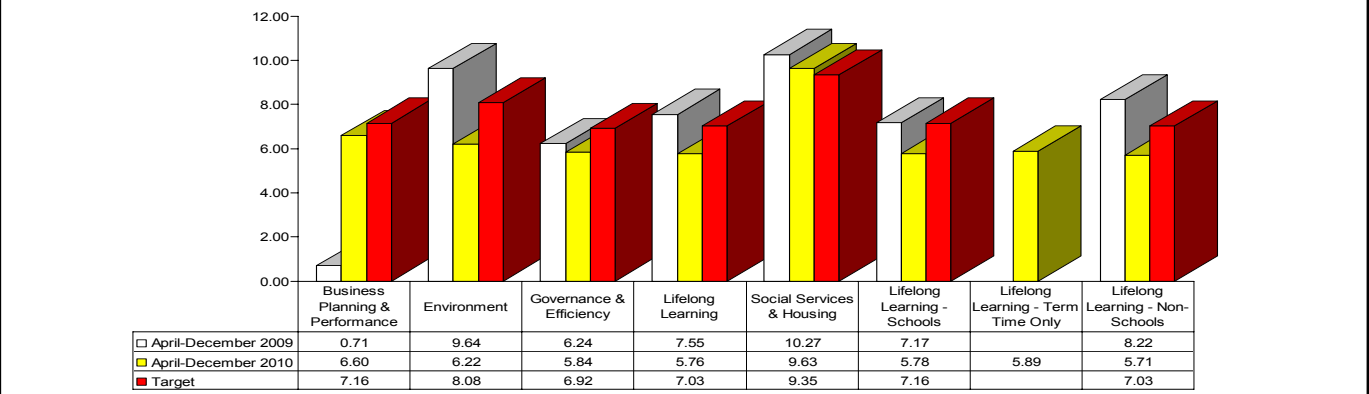
The non-cumulative sickness absence figures have also shown an improvement and have remained below target for all but one month of the period, as per the chart below.

**Denbighshire County Council
Average Number of Days Lost per Employee
April-December 2010**

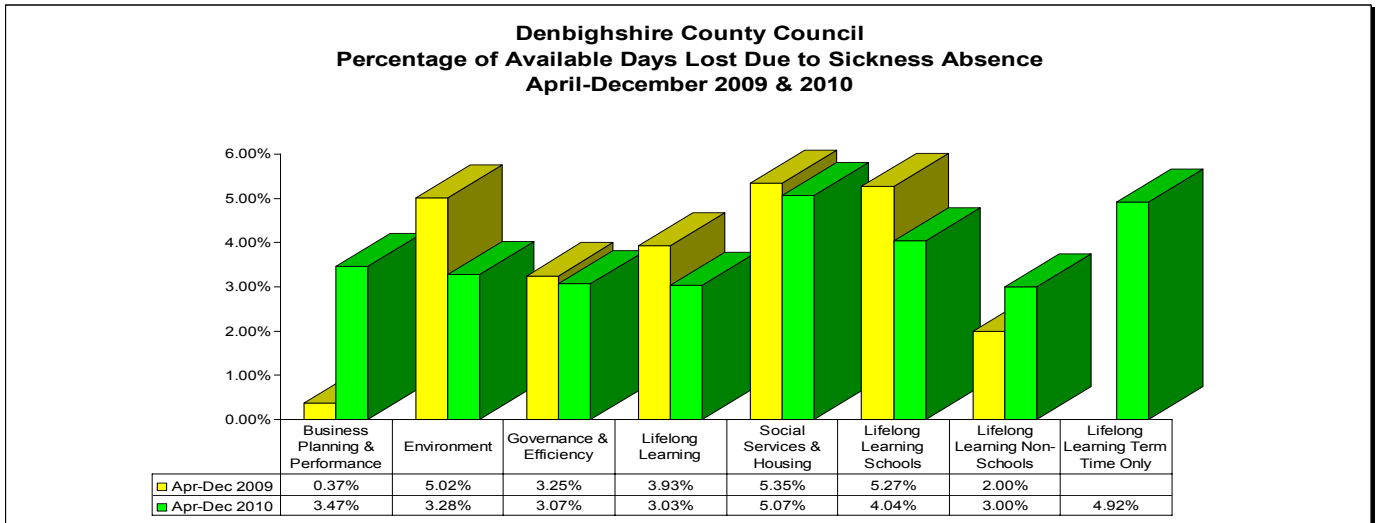


The next chart examines the average number of days lost per employee. It should be remembered that the figures for Governance & Efficiency and Business Planning & Performance are skewed by the fact that these two directorates were not in existence for the whole of April-December 2009. In addition to this, no target has been set for Term Time Only staff and the data for this category of employee was incorporated into the relevant directorate's total figures in the earlier period, rather than collected separately.

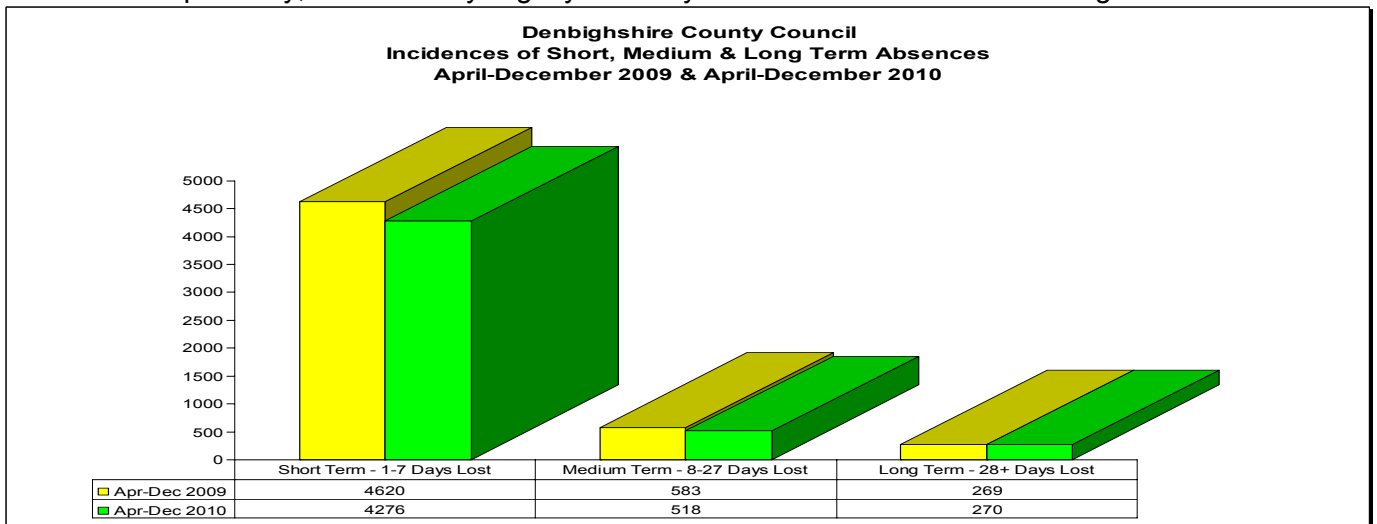
**Denbighshire County Council
Average Working Days Lost per Employee due to Sickness Absence
April-November 2009 & April-November 2010**



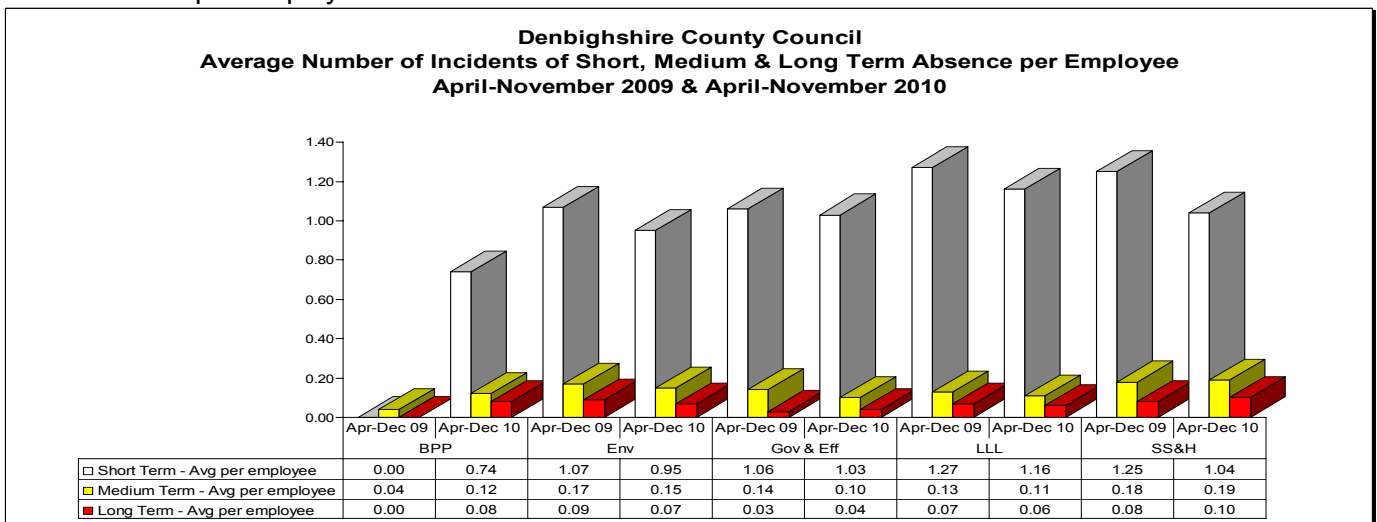
The chart below examines sickness absence in terms of the percentage of available working days lost. The caveats concerning data collection outlined in the previous paragraph also hold true for this chart.



When compared with the same period last year, April-December 2010 has shown a marked decrease in the number of incidents of short and medium term absence of absence, by 7% and 11% respectively, which is only slightly offset by a less than 1% increase in long term absence.

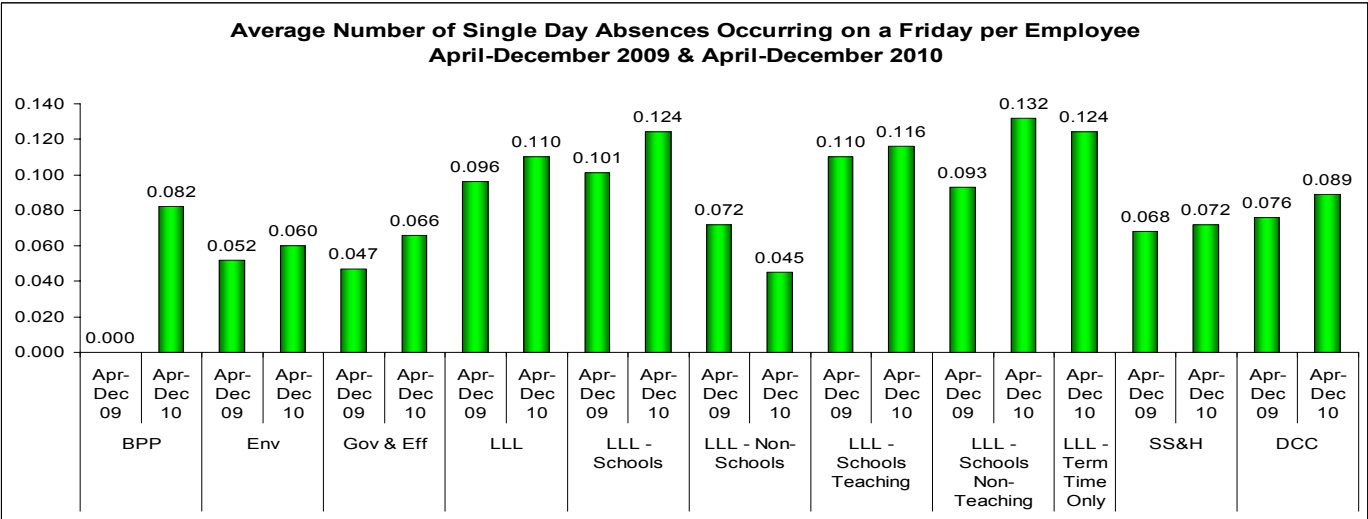
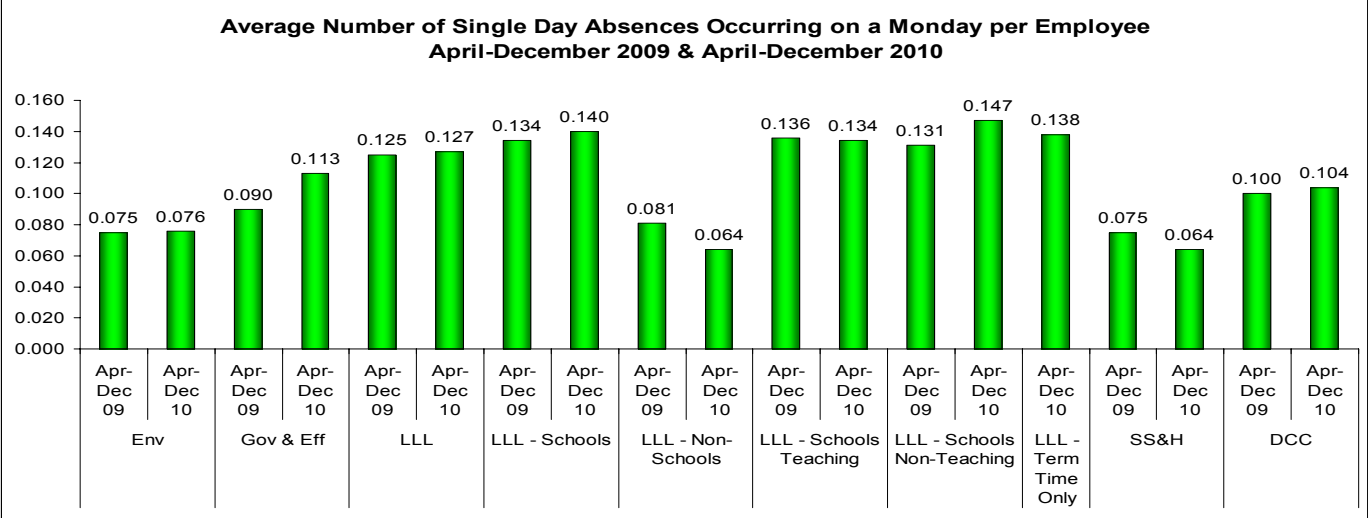


2.2 The chart below examines the average number of incidences of short, term and long term absence per employee within each directorate.



2.3 Finally, the percentage of Return to Work interviews completed during April-December 2010 stands at 59% in comparison to just 42% for the period April to Sept 2010.

2.4 Analysis of single day absences on a Monday or Friday shows they have increased slightly in most directorates for which data is available for both April-December 2009 and April-December 2010 (Governance & Efficiency and Business Planning & Performance were not in existence for the whole of April-December 2009 and data for Term Time Only was not collected separately in the earlier period either). The next two charts provide analysis of this by dividing the number of individual incidents of single day absence on a Monday or Friday by the number of employees within each directorate to give an average figure.



2.5 In relation to the reasons for sickness absence, the top five reasons have remained the same in both April-December 2009 & April-December 2010, albeit with some re-positioning in terms of days lost per reason. It should be noted that “Stress Depression Anxiety Mental Health Fatigue” remains the number one reason for absence. The top five reasons in April-December 2010 are –

- Stress depression anxiety mental health fatigue
- Infections - to include colds flu
- Other musculo-skeletal
- Other
- Stomach liver kidney digestion

The top three reasons listed above accounted for almost half of all days lost due to sickness absence during April-December 2010, as per the table below.

Denbighshire County Council
Top Three Absence Reasons (Days Lost (reduced))
April-December 2010

Absence Reason	Days Lost (reduced)	DCC FTE	Average per Employee	Percentage of All Days Lost Due to Sickness Absence
Stress Depression Anxiety Mental Health Fatigue	5542.17	3956.36	1.40	21.34%
Infections - to include Colds Flu	3336.96	3956.36	0.84	12.85%
Other Musculo Skeletal	3188.50	3956.36	0.81	12.28%
Grand Total	12067.64	3956.36	3.05	46.48%

2.6 Absences caused by two or more coexisting medical conditions (Co-morbidity)

Recognizing the scale of co-morbidity, particularly for the workforce, is complex given that neither GPs nor employers record more than one cause of absence from work. Evidence does exist, however, of the co-morbidity between chronic physical health conditions and common mental health conditions such as anxiety and depression.

Having a chronic physical condition can have a considerable impact on an individual's mental wellbeing, affecting their psychological resilience, confidence and self-esteem. The mental wellbeing of an individual with a chronic physical health condition will impact on their ability to continue to play a role in the workplace.

Existing literature suggests that the development of mental health conditions (including depression) in patients with chronic disorders can further impact on their wellbeing and recovery (and in cases of long-term absence, their eventual return to work). Indeed, research suggests that individuals have increased rates of sickness absence compared with those who are not depressed.

While not everyone with a chronic physical health condition will have a mental health condition too, if an individual has one condition, then the likelihood of having another condition increases.

More specifically, a worldwide study on the prevalence of physical and mental health conditions suggests that the rate of mental health conditions is higher among individuals with chronic physical health conditions; for individuals with two or more physical health conditions the rate of depression is even higher.

The evidence suggests that common mental health problems cause the greatest number of days' sickness absence and contribute greatly to sickness presence. Couple mental health with physical health conditions and the indirect costs are likely to be even more substantial. For example, the number of days individuals with both conditions are unable to work increases.

Individuals with both chronic pain and a mental health condition are more likely to be limited in their work because of health, to have missed more days of work and to have more days of arriving late or leaving work early because of ill health.

Work has a key role to play in assisting the recovery or rehabilitation of people with chronic unemployment is related to a number of negative health outcomes and associated with reduced psychological wellbeing and social isolation. Not only has evidence shown that work is good for you, but returning to modified work can actually help recovery.

In the same way that early intervention is important in the context of health care, using the workplace as a source of early intervention is also crucial. Once individuals go off from work and the longer they are away from work the more difficult it is for them to return.

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

REPORT TO CABINET

CABINET MEMBER: Councillor Hugh H Evans

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

DATE: 29 March 2011

SUBJECT: Monitoring performance against the Corporate Plan, Quarter 3 (2010 – 2011)

1 DECISION SOUGHT

- 1.1 That Cabinet consider performance against the Corporate Plan 2009-12 as detailed in the attached report of performance for the third quarter of 2010 for the 2012 Indicators and each Improvement Objective.

2 REASON FOR SEEKING DECISION

- 2.1 The council's Corporate Plan 2009-12 sets 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 2010 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 In 2010, the Welsh Assembly Government launched a new framework to guide the work of Local Authorities and other public sector agencies working locally - The Wales Programme for Improvement (WPI) 2010. The WPI requires the Council to set Improvement Objectives for the year. We have set five Improvement Objectives for 2010-11, four of which relate to the original Corporate Priorities within the Corporate Plan, and one of which is a rationalisation of our original four Improvement Themes aimed at "Improving the Council". Table 1, below explains the relationship between our Corporate Priorities and our Improvement Objectives.

Table 1 The relationship between our Corporate Priorities and our Improvement Objectives

Corporate Priority	Improvement Objective
Demographic Change	Adapting service delivery to address demographic changes
Regenerating our communities	Reducing deprivation and growing Denbighshire's economy sustainably by strategically targeting resources
Modernising Education	Modernising the education service to achieve a high level of performance across the county
Roads and Flood Defences	Securing a sustainable road network and flood defences
Improvement Themes	Improving the way the council works

Each Improvement Objective is supported by specific outcomes. The outcomes provide some clarity on the objective and identify supporting indicators, projects and actions. A summary of the outcomes within the Corporate Plan is shown in table 2.

Table 2: Summary of the outcomes within the Corporate Plan

Improvement Objective	Outcome
	1. To be in the top 2 quartiles for 100% of the 2012 Indicators
Demographic Change	2. Increasing Independence for older people
	3. Increasing independence for people with learning disabilities
	4. Improving Community wellbeing
Regenerating Our Communities	5. Tackling the socio-economic deprivation in the northern coastal strip
	6. Supporting sustainable economic growth
	7. Reducing the rate of decline in the rural economy
Modernising Education	8. To be within the top 10 performing authorities in Wales for Key Stage performance
Roads & Flood Defences	9. Roads are of a high standard
	10. Properties have a reduced risk of flooding
Improving the Council	11. The council is high performing & close to the community

5 OVERALL SUMMARY OF PERFORMANCE

- 5.1 Current data highlights a risk that our relative performance against the 2012 Indicators may worsen slightly in 2010-11 compared to 2009-10, with 13 of the 20 indicators likely to be in the top 2 quartiles, compared to 15 in the previous year. However, there are three things that should be noted. First, the predictions of our performance in 2010-11 are based on data up until the end of quarter 3, and the position may have changed by the end of quarter 4. Second, although we are able to predict our performance in 2010-11 for these indicators, we are less able to confidently predict the performance of the other 21 councils in Wales. Therefore we may find that our relative performance in 2010-11 for this set is better than anticipated when we receive the all-Wales data in autumn 2011 (this was certainly the case in 2009-10). Third, even with a slight reduction in relative performance in 2010-11, we expect Denbighshire to be a high performing council in relation to the 2012 set. In 2009-10¹, Denbighshire had more of the 2012 Indicators in the top 2 quartiles (70%), and more in the top quartile (57%) than any other council in Wales. Other councils ranged from between 22% - 65% for top 2 quartile performance, and 9% - 43% for top quartile performance in 2009-10.
- 5.2 Good progress is being made against the outcomes associated with our Improvement Objectives, although some issues remain, particularly in relation to our outcomes “to be within the top 10 performing authorities in Wales for Key Stage performance”, and “roads are of a high standard”.

6 Outcome 1: To be in the top 2 quartiles for 100% of 2012 Indicators

- 6.1 The 2012 Indicators are the set of national performance indicators chosen by the council to act a proxy to evaluate whether we are on track to become a “High Performing Council” by 2012. Our outcome “to be in the top 2 quartiles for 100% of the 2012 Indicators” is all about our comparative performance for the 2012 set. We will use this set to compare our performance against other Local Authorities in Wales to establish whether we have become a high performing council by 2012.
- 6.2 This list had formerly contained 23 indicators but 3 of these no longer reflect our priorities. In the case of SCA/002a The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March, we have been advised (by the Local Government Data Unit Wales and the Wales Audit Office) that our re-ablement activity which goes beyond the conventional community support can not be included in the count of this measure. In the case of THS010a and THS010b Percentage of principal/non principal classified roads that are in overall poor condition, we have chosen to focus our service more on particular stretches of highway which are of most concern to our residents. This means that the general indicators are no-longer appropriate to measure the success of our priority.
- 6.3 We have the ambition to perform within the top half (top 2 quartiles) of authorities in Wales for all of the 2012 indicators. However, for those indicators where we were already in the top half at the start of the Corporate Plan, our aim

¹ These figures are based on the original list of 23 indicators within the 2012 set.

is to improve this position to be in the top quarter of authorities. For those indicators where we were already in the top quarter at the start of the Corporate Plan, our aim is to maintain that position. However, it should be noted that these are aspiration targets, and it may be possible to demonstrate that we have become a 'high performing council' even if we don't manage to achieve all of these targets.

6.4 The overall status for this outcome is **AMBER**. Based on currently available data, we can only be confident of achieving top 2 quartile status for 13 of the 20 indicators in 2010-11. Based on current data we predict that top half performance looks unlikely for 7 indicators. For 2 annual indicators it is difficult to predict as we will not have data available until quarter 4 2010-11. Our current prediction places one of these indicators into the "below median" position and one into the "2nd quartile" position. This would represent a decline in comparative performance during 2010–11 when compared to 2009-10 for the 2012 indicators. However, as stated earlier in 5.1, this is based on predictions, and we will not know that actual position until autumn 2011. A detailed analysis of each of the 20 indicators is included in the 2012 Indicator report (attached at Appendix I).

Indicators

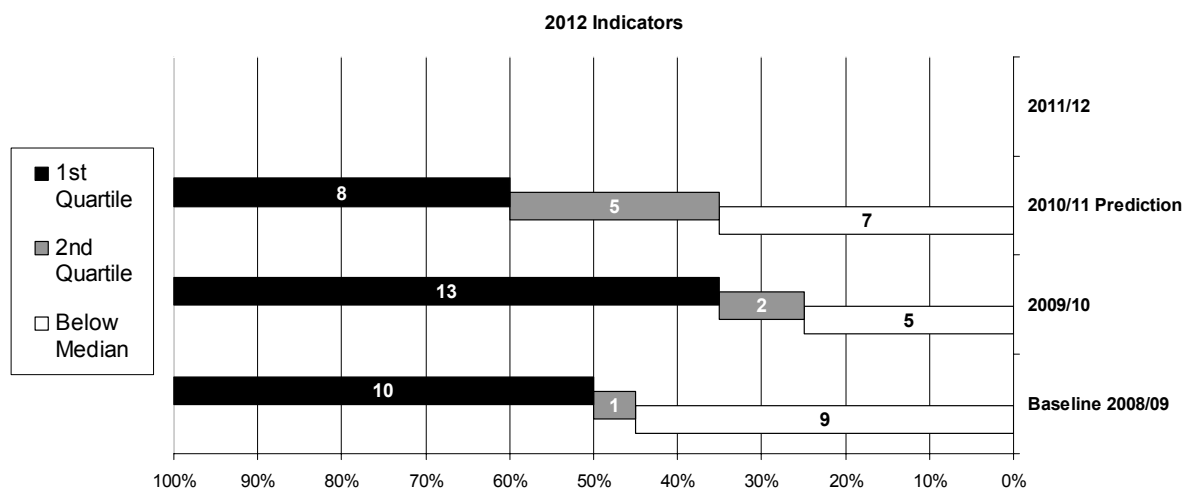


Figure 1 A prediction of the 2012 indicators likely position at the end of 2010/11 based on current and historic performance.

Recommendations

6.5 The following corrective activities have been agreed by Heads of Service and the Corporate Improvement Team and will be implemented if agreed by Cabinet:

- That Cabinet agree to remove the 3 indicators noted in paragraph 6.2.
- Many of our local targets for individual 2012 indicators do not match our stated ambition of being in the top 2 quartiles (or top quartile) and would benefit from a reassessment to align them with the projected Wales median or top quartile position to present an accurate RAG status. Targets for the 2012 indicators should therefore be reviewed and amended to

reflect the projected performance necessary to achieve our stated ambition of top half or top quartile performance.

- It is recommended that actions to address performance issues in relation to individual 2012 indicators are included in the relevant service business plans for 2011-12.

7 IMPROVEMENT OBJECTIVE 1: DEMOGRAPHIC CHANGE

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

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

7.2 The successful achievement of each outcome is determined by a number of indicators as detailed in the Demographic Change report (Appendix I).

8 Outcome 2: Independence for older people

8.1 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.

8.2 Indicator SCA002a, which has been removed from the 2012 indicators (explained earlier in 6.2), has also been removed as an indicator of this outcome, as has the associated local indicator (LDCH002ii).

8.3 The overall status for this outcome is **AMBER**. There has been a slight reduction in the number and rate of older people placed in care homes indicating an improvement but our current position for both parts of this indicator is worse than our baseline performance at the start of the corporate plan. However, it should be noted that we have recently been working to establish better local indicators to reflect the positive impact of our reablement work. These indicators, which will allow us to more accurately measure our progress in terms of enabling independence for older people, have been proposed for inclusion in Year 3 of our Corporate Plan. These changes will therefore be reflected in performance reports during 2011-12.

Indicators

8.4 The council is not on track to meet its targets for the current set of indicators. The number and rate of older people placed in care homes indicators currently have an **AMBER** status because they are not currently on track to meet our targets but are set to perform within an agreed tolerance range.

Projects and Actions

8.5 All projects and actions associated with this outcome, except for one, currently have a **GREEN** status. The single action that currently has an **AMBER** status and represents a managed risk to achieving the outcome is:

- A review of services provided to older people in sheltered housing.

Recommendations

8.6 The following corrective activities have been agreed by Heads of Service and the Corporate Improvement Team and will be implemented if agreed by Cabinet:

- That appropriate indicators to measure the success of our reablement approach are developed and included in year 3 of the Corporate Plan.

9 Outcome 3: Independence for people with learning disabilities

9.1 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.

9.2 The overall status for this outcome is **GREEN**. There has been an increase in the number and rate of adults with learning disabilities helped to live at home and a decrease in the number and rate of adults aged 18 - 64 with a learning disability supported in a care home. Our current position for both indicators is better than our baseline performance at the start of the corporate plan and presents a clear picture that we are achieving our outcome based on the selected indicators and targets set.

Indicators

9.3 The council is on track to meet its targets for all of the indicators associated with this outcome.

Projects and Actions

9.4 All projects and actions associated with this outcome, except for one, currently have a **GREEN** status. The single action that currently has an **AMBER** status and represents a managed risk to achieving the outcome is:

- Intensively Supported Independent Living

Recommendations

9.5 No recommendations are required in relation to this outcome.

10 Outcome 4: Improving community wellbeing

10.1 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. A positive result will be shown where we can engage with local communities to develop a range of sustainable support networks for older people.

10.2 The overall status for this outcome is **GREEN**. Based on the current activity we can be confident that the number of communities engaged in sustainable support networks for older people will satisfy our target.

Indicators

10.3 The council is on track to meet its targets for the communities engaged in developing sustainable support networks for older people outcome measure.

Projects and Actions

10.4 All projects and actions associated with this outcome currently have a **GREEN** status.

Recommendations

10.5 No recommendations are required in relation to this outcome.

11 IMPROVEMENT OBJECTIVE 2: REGENERATING OUR COMMUNITIES

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

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

11.2 The successful achievement of each outcome is determined by a number of indicators as detailed in the Regenerating Our Communities report (Appendix I).

12 Outcome 5: Tackling the socio-economic deprivation in the northern coastal strip

12.1 Our “tackling the socio-economic deprivation in the Northern Coastal strip” outcome is all about trying to reduce the numbers of people who live in poverty or claiming Job Seekers Allowance (JSA) in Rhyl relative to Denbighshire. A positive result will be shown where we can evidence a more economically active population where our JSA claimant rate in Rhyl has improved and that we have provided appropriate help to those who are living in poverty.

12.2 The overall status for this outcome is **AMBER**. The current indication from JSA claimants in Rhyl reflects a decline in the general condition of the local economy although we are on track to have supported the target number of

people below the 60% poverty line and continued to reduce the incidences of criminal damage in Rhyl. The picture is incomplete as the remaining indicator will only have data available at the end of the financial year.

Indicators

12.3 The council is on track to meet its targets for the number of people supported below the 60% poverty line and the incidence of criminal damage in Rhyl outcome measures.

12.4 However, the relative reduction in JSA claimants in each LSOA in Rhyl outcome measure has a **RED** status because it is not currently on track to meet our target and is set to perform outside of an agreed tolerance range.

12.5 The additional number of HMO taken through the licensing scheme outcome measure will not be fully updated until the end of the financial year.

Projects and Actions

12.6 All projects and actions associated with this outcome currently have a **GREEN** status.

Recommendations

12.7 No recommendations are required in relation to this outcome.

13 Outcome 6: Supporting sustainable economic growth

13.1 Our “supporting sustainable economic growth” in Denbighshire outcome is about the local activity the council can take to support economic growth in a wider economic climate. A positive result would see an improvement in Denbighshire’s local economy where our JSA claimant rate in Denbighshire has improved and we have reduced economic inactivity.

13.2 The overall status for this outcome is **AMBER**. The current indication from JSA claimants in Denbighshire reflects a decline in the general condition of the local economy although we are on track to have supported the target number of people below the 60% poverty line. The rate of economically inactive people has improved to the extent that we have returned to be equal with Wales. However, the picture remains incomplete as not all the indicators for this outcome will have data available until the end of the financial year.

Indicators

13.3 The council is on track to meet its targets for the number of people supported below the 60% poverty line outcome measure.

13.4 The reduction in economic inactivity outcome measure currently has an **AMBER** status because it is not currently on track to meet our target but is set to perform within an agreed tolerance range.

13.5 The relative reduction in JSA claimants in Denbighshire outcome measure currently has a **RED** status because it is not currently on track to meet our target and is set to perform outside of an agreed tolerance range.

13.6 The two additional outcome measures (the ratio of average house prices to average earnings and the number of social enterprises assisted) will not be fully updated until the end of the financial year.

Projects and Actions

13.7 All projects and actions associated with this outcome, except for one, currently have a **GREEN** status. The following project currently has a **RED** status and represents a threat to achieving the supporting sustainable economic growth outcome. Management action is required to remedy this status and recommendations have been made below in 13.8.

- PRIDE Workstream

Recommendations

13.8 The following corrective activities have been agreed by Heads of Service and the Corporate Improvement Team and will be implemented if agreed by Cabinet:

- Confirmation to be provided on whether the activity to deliver PRIDE is being taken forward in 2011-12 by Environment as part of the restructure of the Regeneration and Tourism Service.

14 Outcome 7: Reducing the rate of decline in the rural economy

14.1 Our “reducing the rate of decline in the rural economy” outcome is all about arresting the decline in rural businesses and the tourism sector in Denbighshire. A positive result would see an improvement in Denbighshire’s local economy reflected in the success of the activity in the Rural Development Plan (RDP).

14.2 The overall status for this outcome is **AMBER**. Although performance is on track for some indicators, the majority of indicators are annual and there is currently not enough data available to ascertain whether we are on track to deliver on this outcome in 2010-11.

Indicators

14.3 The council is on track to meet its targets for the number of new and existing micro rural enterprises financially assisted outcome measure. After the indicator was reprofiled the target was reduced significantly to 29 by 2012 and so far this year we have assisted 24 micro rural enterprises.

14.4 The four additional outcome measures (to reduce decline in rural businesses, to reduce decline in tourism sectors, the gross number of jobs created in rural micro businesses, and the number of village facilities improved) do not have any supporting data and will not be fully updated until the end of the financial year.

Projects and Actions

14.5 All projects and actions associated with this outcome currently have a **GREEN** status.

Recommendations

14.6 No recommendations are required in relation to this outcome.

15 IMPROVEMENT OBJECTIVE 3: MODERNISING EDUCATION

15.1 This Improvement Objective has been developed with a single community focused outcome:

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

15.2 The success of this outcome will be directly related to school performance indicators as detailed in the Modernising Education report (attached at Appendix I).

16 Outcome 8: To be within the top 10 performing authorities in Wales for key stage performance

16.1 Our outcome for “Denbighshire to be within the top 10 performing authorities in Wales for Key Stage performance” is all about increasing pupil performance in exams relative to Wales. A positive result would be where our pupils are achieving high pass rates in their exams.

16.2 The overall status for this outcome is **RED**. The pupil performance in key stage exams is not of the standard required to meet our outcome of being within the top 10 performing authorities.

Indicators

16.3 Two indicators currently have a **GREEN** status as the council is on track to meet its target. Pupil performance at Key Stage 2 met its target but did not achieve top 10 performance. This suggests that the local target we set for this Indicator was too low. Pupil performance in 5A*- C met its target but no comparison data was published this year as the indicator has been replaced by the level 2 threshold.

16.4 Two indicators currently have an **AMBER** status because they are not currently on track to meet our target but are set to perform within an agreed tolerance range are Key Stage 1 and Key Stage 3. Despite a decline in performance in Key Stage 1 we are a top 10 performing authority and aim to remain that way. Improved performance in Key Stage 3 has moved us closer to our target but still we remain a significant distance from top 10 performance.

16.5 One indicator currently has a **RED** status because it is not currently on track to meet our target and is set to perform outside of an agreed tolerance range. Key Stage 4 Core Subject Indicator performance declined this year and continues to be below top 10 performance.

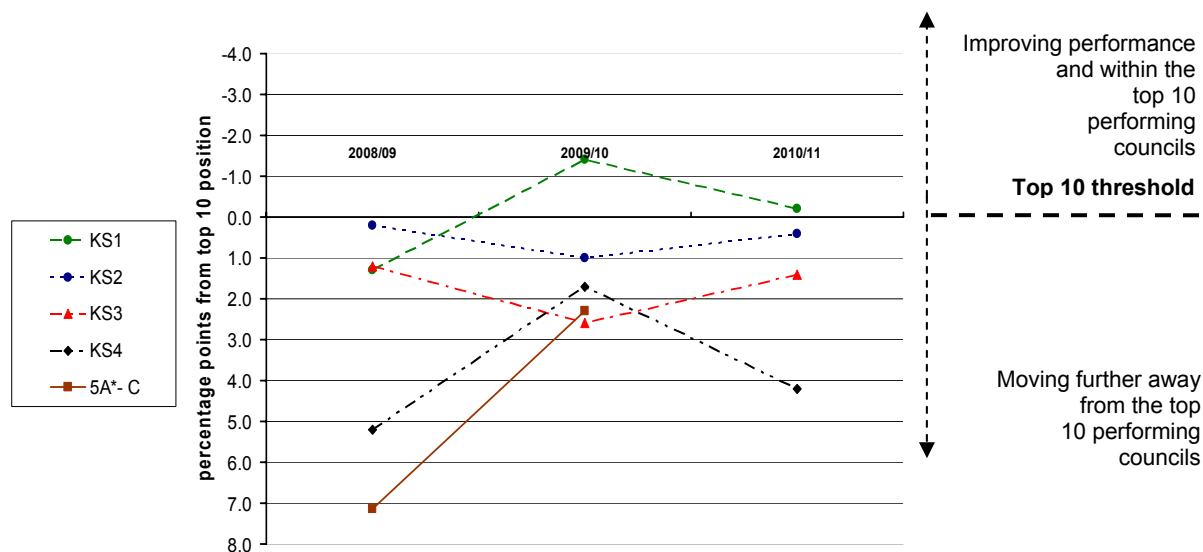


Figure 2 The graph presents the percentage distance from our aim of top 10 performance in the published results for 2010-11. If we are performing in the top segment of the graph (i.e. represented by a negative figure) this means that we are a top 10 performing authority.

Projects and Actions

16.6 All projects and actions associated with this outcome, except for two, currently have a **GREEN** status.

16.7 There are two actions that have an **AMBER** status and represent a managed risk to achieving the outcome but are not subject to any specific recommendations.

Recommendations

16.8 The following corrective activities have been agreed by Heads of Service and the Corporate Improvement Team and will be implemented if agreed:

- That the targets for the Key Stage Performance Indicators, including the new level 2 threshold indicators, are re-assessed in light of the current data and future projections required to achieve top 10 performance.
- That the 5A*- C indicator is replaced with the level 2 threshold indicators (the pupils achieving level 2 threshold or vocational equivalents and the pupils achieving level 2 threshold including Welsh/English and Maths) in year 3 of the Corporate Plan.
- That activity from the School Improvement and Inclusion Service Business Plan is included in year 3 of the Corporate Plan under the Modernising Education improvement objective.

17 IMPROVEMENT OBJECTIVE 4: ROADS AND FLOOD DEFENCES

17.1 This Improvement Objective has been developed with two community focused outcomes:

- Roads are of a high standard, and
- Properties have a reduced risk of flooding.

17.2 The successful achievement of these outcomes is directly related to the road quality indicators and the impact of our flood defences work as detailed in the Roads and Flood Defences report (attached at Appendix I).

18 Outcome 9: Roads are of a high standard

18.1 Our “roads are of a high standard” outcome is specifically about improving the overall quality of our road network as determined from a range of parameters measured by SCANNER. A positive result will be where we can arrest the decline in the road network and improve our performance to become better than the Wales median.

18.2 The overall status for this outcome is **RED**. Although the indicators are annual, and no current data for 2010-11 exists, past performance suggests that we are unlikely to achieve our targets for 2010-11 for the indicators. Based on past performance, the successful achievement of this outcome is certainly at risk.

Indicators

18.3 The data is not yet available to determine if the council is on track to meet its targets for the two outcome measures although, as discussed above in 18.2, we expect not to achieve our targets for 2010-11 for the indicators. However, it is now felt that the two national performance indicators that measure the condition of principal A and non-principal B roads do not adequately reflect the work we are doing to improve the overall quality of our roads network. We have therefore been working to establish better local indicators to reflect the strategic direction of this improvement objective. These indicators, which will allow us to more accurately measure our progress in terms of improving the quality of our road network, have been proposed for inclusion in Year 3 of our Corporate Plan. These changes will therefore be reflected in performance reports during 2011-12.

Projects and Actions

18.4 All projects and actions associated with this outcome, except for one, currently have a **GREEN** status.

18.5 The following project currently has an **AMBER** status and represents a managed risk to achieving the outcome.

- Highways Asset Management: Implementation of Symology as a complete highways asset management software package

Recommendations

18.6 The following corrective activities have been agreed by Heads of Service and the Corporate Improvement Team and will be implemented if agreed by Cabinet:

- New local indicators are to be developed to measure the impact of our highways capital maintenance programme to be included in the Corporate Plan 2011-12.

19 Outcome 10: Properties have a reduced risk of flooding

19.1 Our “properties have a reduced risk of flooding” outcome is entirely related to our flood defence works where we seek to protect an increased number of properties from frequent flood events. A positive result will be where we have successfully developed a decent flood defence network and increased the level of protection to many properties in Denbighshire.

19.2 The overall status for this outcome is **GREEN**. Based on all available information we expect to be fully successful in achieving the outcome for this year.

Indicators

19.3 The council is on track to meet its target for the one outcome measure related to flood defences. The measure is directly related to the planned flood defence works. The target for 2010/11 will be met by the completion on the Denbigh flood defence scheme which is expected to be completed in March 2011. This should protect an additional 250 properties in Denbighshire.

Projects and Actions

19.4 All projects and actions associated with this outcome, except for one, currently have a **GREEN** status.

19.5 The following project currently has an **AMBER** status and represents a managed risk to achieving the outcome.

- Corwen flood defence scheme

Recommendations

19.6 No recommendations are required in relation to this outcome.

20 IMPROVEMENT OBJECTIVE 5: IMPROVING THE WAY THE COUNCIL WORKS

20.1 This Improvement Objective has been developed with a single community focused outcome:

- The council is high performing and close to the community.

20.2 The successful achievement of the outcome is determined by a number of indicators as detailed in the Improving the Way the Council Works report (appendix I).

21 Outcome 11: The council is high performing and close to the community

21.1 Our outcome, “the council is high performing and close to the community” is about how well we perform in: the 2012 indicators, our Improvement Objectives, the Residents’ Survey, and the corporate health indicators (sickness absence and performance appraisals). A positive result will be where we can demonstrate that we have achieved our 2012 indicator targets, successfully achieved our improvement objectives, shown a positive shift in the perception of the Council among resident; and have met our targets for the corporate health indicators.

21.2 The overall status for this outcome is **AMBER**. This is based on available data for the corporate health indicators, progress against our four Corporate Priorities, and our projected position for the 2012 Indicators. A clearer picture of progress will be available at the end of Quarter 4 when we have annual data for all our indicators. The Residents’ Survey will be re-run during 2011-12, and this data will therefore not be available until next year.

Indicators

21.3 The council is on track to meet its targets for the sickness absence and performance appraisals indicators. Our sickness absence performance has moved us into a projected top quartile position, up from a below median position, and our performance appraisal completion rate is improving.

21.4 The additional two indicators for this outcome (the percentage of 2012 indicators in the top 2 quartiles and the percentage of Corporate Priority Indicators on target) will not be fully updated until the end of the 2010-11, although progress against these is discussed in more detail throughout this report.

Projects and Actions

21.5 The majority of projects and actions associated with this outcome currently have a **GREEN** status.

21.6 The following project currently has a **RED** status and represents a threat to achieving the outcome. Management action is required to remedy this status and recommendations have been made below in 21.8.

- GAIA Programme - Asset Management: A number of reactive energy/carbon efficiency projects were undertaken in Q3 2010/11 although some planned projects remain outstanding. However, the total energy consumption (carbon emissions) figures across the county for 2010-11 are showing a 3% increase compared to last year.

21.7 There are a number of actions that have an **AMBER** status and represent a managed risk to achieving the outcome but are not subject to any specific

recommendations. Of those, the single action that highlights a recommendation is:

- Change Programme: Democratic Services. It has been noted by the service that there is a level of admin resource required in order to progress the new work associated with the Change Programme service review.

Recommendations

21.8 The following corrective activities have been agreed by Heads of Service and the Corporate Improvement Team and will be implemented if agreed by Cabinet:

- Activity to address the current increase in carbon emissions from council buildings is included in the Finance & Assets Service Business Plan for 2011-12.

22 RESOURCE IMPLICATIONS

22.1 Cost implications

There may be cost implications associated with carrying out some of the recommendations presented to help the achievement of some of the 2012 indicators or outcome measures targets.

22.2 Staffing and accommodation implications

There may be staffing or accommodation implications associated with carrying out some of the recommendations presented to help the achievement of some of the 2012 indicator or outcome measure targets or related to the specific activity in order to bring about a change in performance.

22.3 IT implications

There will be IT implications relating to the delivery of the activity in the Corporate Plan. An ICT Strategy is being developed to provide the framework necessary to coordinate the enabling technology and investment over the short, medium and long term.

23 RISK ASSESSMENT

23.1 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.

23.2 Risks associated with agreeing the recommendation(s)

No risks are associated with agreeing the recommendations.

24 CHIEF FINANCIAL OFFICER STATEMENT

While there are no immediate financial implications contained within the report, performance in certain may affect grants and other funds available to the Council.

25 CONSULTATION CARRIED OUT

A draft of this report was distributed to SLT for consultation, beginning on 10 February 2011 and continued for a 2 week period, prior to the paper being presented at SLT on the 10 March 2011. The final paper, including recommendations, was discussed and agreed at SLT between Heads of Service and the Head of Business Planning and Performance. The final draft was then prepared and submitted to Cabinet following this consultation.

26 IMPLICATIONS

26.1 Assessment of impact on the Improvement Objectives

This report is the presentation of performance and progress against the 2012 indicators and outcome measures. The success, or otherwise, of these will determine our achievement, or not, of the 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.

26.2 Assessment of impact on Vision, the BIG Plan, equalities and sustainability

Performance against the 2012 indicators and the outcome measures will support the council's ability to achieve Denbighshire's Vision, the equalities and sustainability targets within the Corporate Plan.

26.3 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.

26.4 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.

27 ACTION PLAN

Action	By whom	By when
Targets for the 2012 indicators to be reviews and amended to reflect the projected performance necessary to achieve our stated ambition of top half or top quartile performance.	Corporate Improvement Team & Senior Leadership Team	April 2011
Actions to address performance issues in relation to 2012 indicators to be included in the relevant service business plans for 2011-12.	Senior Leadership Team	April 2011
That appropriate indicators to measure the success of our reablement approach are developed for year 3 of the Corporate Plan.	Adult Services / Corporate Improvement Team	April 2011
Confirmation to be provided on whether the activity to deliver PRIDE is being taken forward in 2011-12 by Environment as part of the restructure of Regeneration and Tourism.	Environment	April 2011
That the targets for Key Stage Performance Indicators, including the new level 2 threshold, are re-assessed in light of the current data and the ambition to achieve top 10 performance.	School Improvement & Inclusion	April 2011
That the 5A*- C indicator is replaced with the level 2 threshold indicators (pupils achieving level 2 threshold or vocational equivalents, and pupils achieving level 2 threshold including Welsh/English and Maths) for year 3 of the Corporate Plan.	Corporate Improvement Team	April 2011
That activity from the School Improvement and Inclusion Service Business Plan is included in year 3 of the Corporate Plan under the Modernising Education improvement objective.	School Improvement & Inclusion / Corporate Improvement Team	April 2011
New local indicators are to be developed to measure the impact of our highways capital maintenance programme to be included in the Corporate Plan 2011-12.	Highways & Infrastructure / Corporate Improvement Team	April 2011
Activity to address the current increase in carbon emissions from council buildings is included in the Finance & Assets Service Business Plan for 2011-12.	Finance & Assets	April 2011

28 RECOMMENDATIONS

28.1.1 That Cabinet agree to remove the 3 indicators noted in paragraph 6.2.

28.2 That Cabinet consider the current likelihood of 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.

28.3 That Cabinet approve the proposed Action Plan to address issues identified within this report.



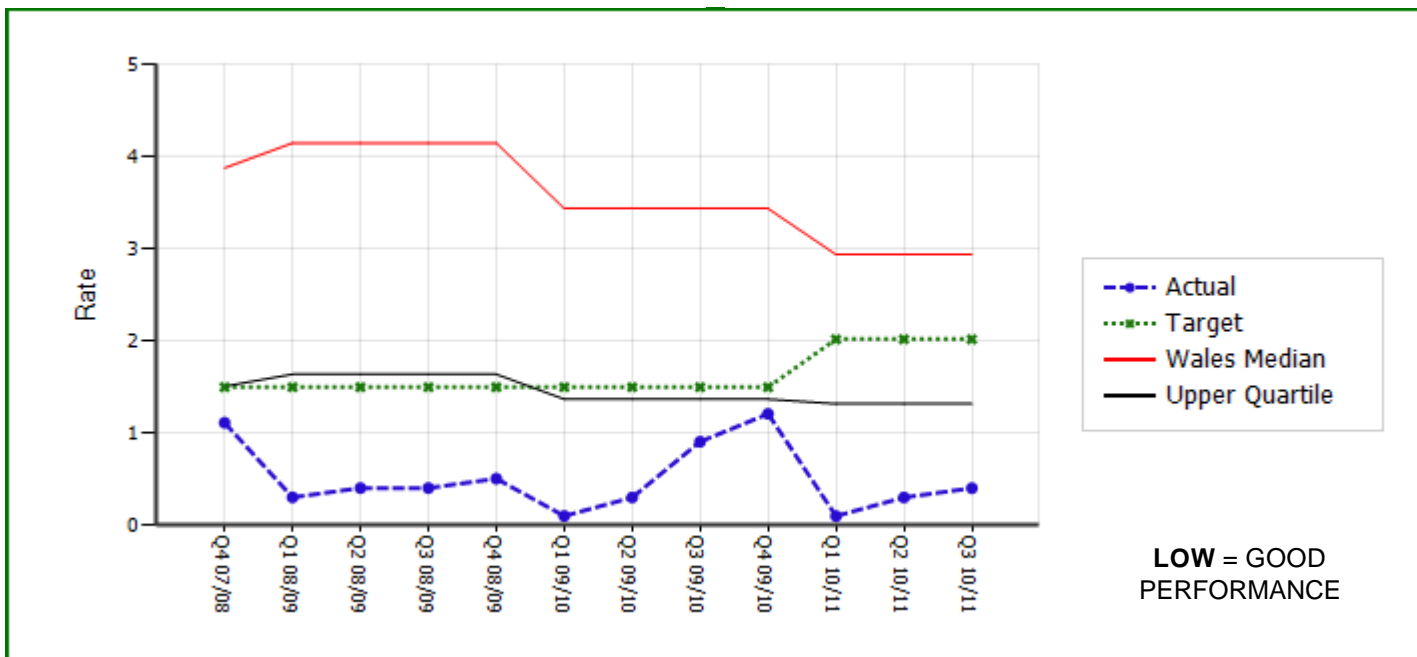
Becoming a 'High Performing Council':

2012 Indicators

SCA001: The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over

Head of Service: Neil Ayling

Lead Member: Cllr Pauline Dobb



Period	Comment
Q3 10/11	There was only 1 delay for social care reasons on the 3 census days during quarter 3. Performance exceeds the Welsh median and we are confident that top quartile performance will be achieved.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	■	0.40	2.02	1.32	2.94
Q2 10/11	■	0.30	2.02	1.32	2.94
Q1 10/11	■	0.10	2.02	1.32	2.94
Q4 09/10	■	1.21	1.50	1.37	3.44
Q3 09/10	■	0.91	1.50	1.37	3.44
Q2 09/10	■	0.30	1.50	1.37	3.44
Q1 09/10	■	0.10	1.50	1.37	3.44
Q4 08/09	■	0.51	1.50	1.64	4.15

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

Low Risk. We are confident that we will remain in the top quartile for this indicator.

LINK to Evidence Files

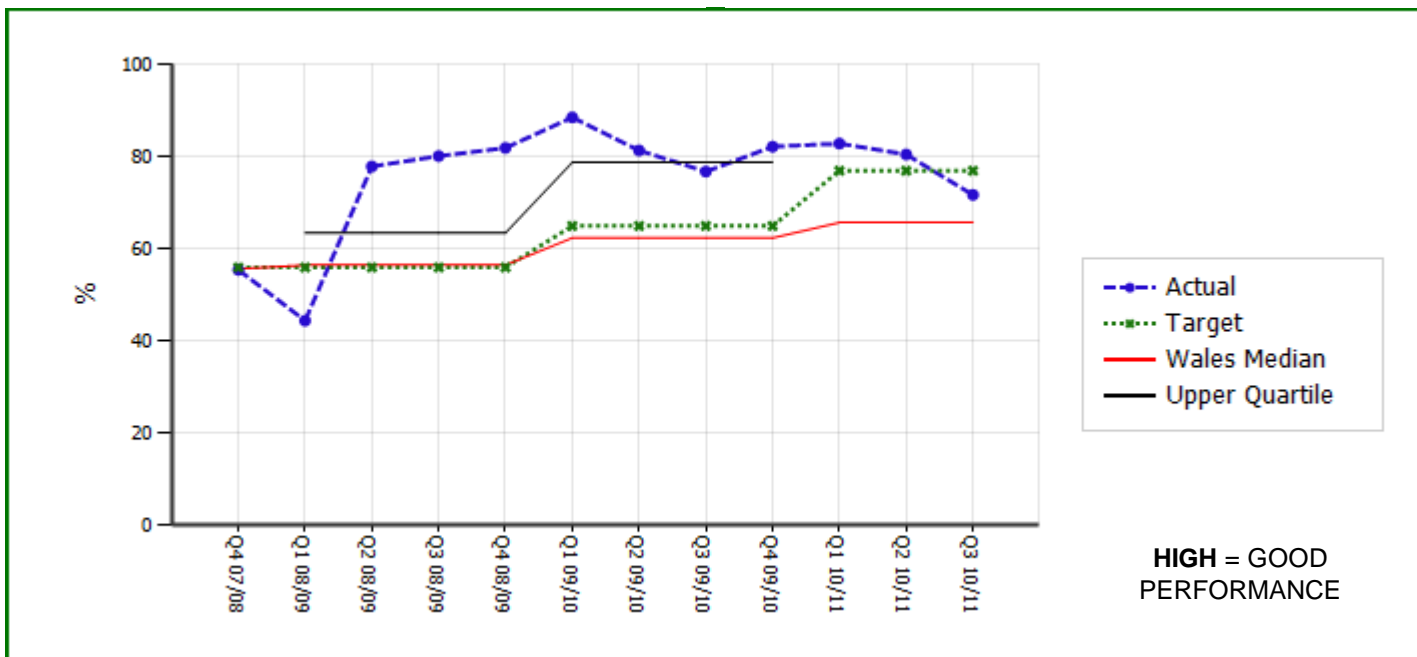
 [Documentation: SCA/001](#)



SCA019: The percentage of adult protection referrals completed where the risk has been managed

Head of Service: Neil Ayling

Lead Member: Cllr Pauline Dobb



Period	Comment
Q3 10/11	Whilst we have not met a target during quarter 3 performance is 9% above the Welsh median for 09/10. Our assessment is that we will continue to remain within the top 2 quartiles in Wales in 10/11.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	⬇️	71.74	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	78.80	62.40
Q3 09/10	⬇️	76.80	65.00	78.80	62.40
Q2 09/10	⬇️	81.40	65.00	78.80	62.40
Q1 09/10	⬇️	88.57	65.00	78.80	62.40
Q4 08/09	⬇️	81.94	56.00	63.50	56.50

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

Low Risk. We are confident that we will remain in the top 2 quartiles for this indicator.

LINK to Evidence Files

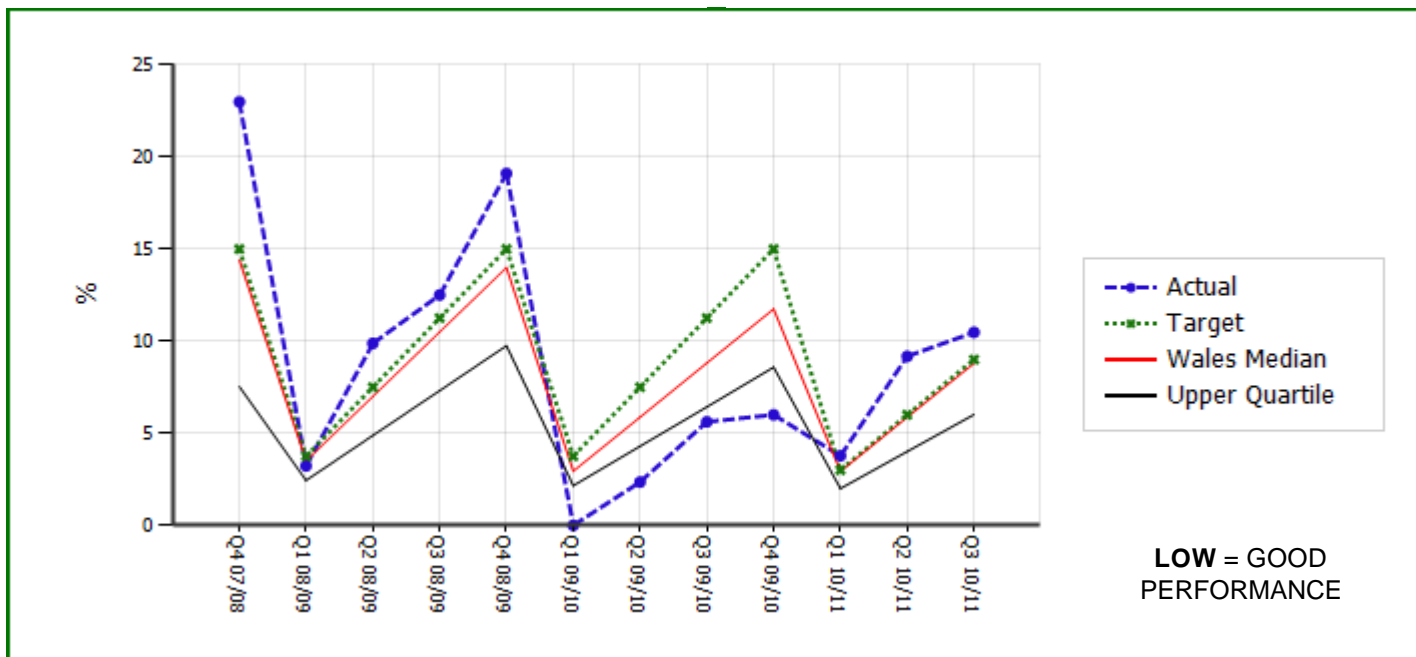
 [Documentation: SCA/019](#)



SCC002: 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

Head of Service: Leighton Rees

Lead Member: Cllr Morfudd Jones



Period	Comment
Q3 10/11	1 child moved school during the 3rd quarter. If similar performance is achieved during quarter 4 then we will obtain our target. The challenge is that all moves, even those for positive reasons count for the PI. It is worth noting that the majority of moves that have taken place have been for positive reasons

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	↑	10.48	9.00	6.01	8.79
Q2 10/11	↓	9.17	6.00	4.01	5.87
Q1 10/11	↓	3.77	3.00	2.00	2.93
Q4 09/10	■	6.00	15.00	8.58	11.74
Q3 09/10	■	5.62	11.25	6.43	8.81
Q2 09/10	■	2.35	7.50	4.29	5.87
Q1 09/10	↑	0.00	3.75	2.15	2.94
Q4 08/09	↓	19.10	15.00	9.75	13.99

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.

LINK to Evidence Files

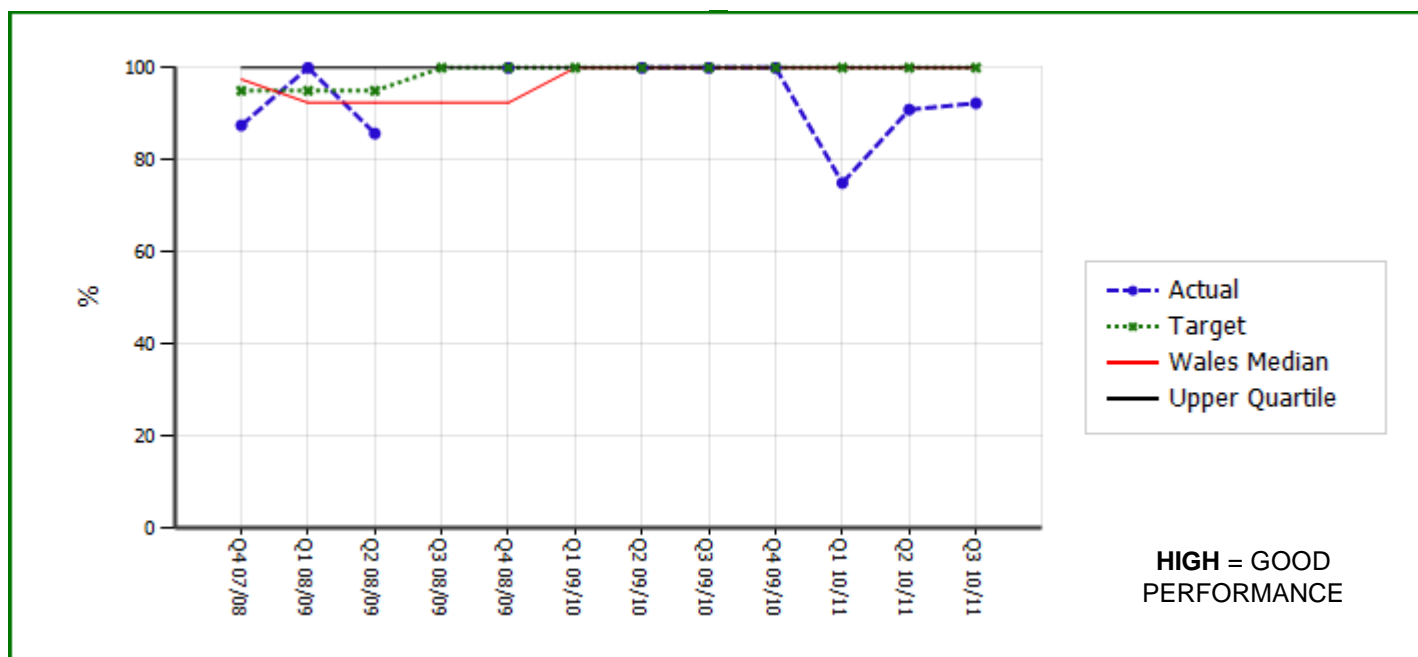
 [Documentation: SCC/002](#)



SCC033a: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19

Head of Service: Leighton Rees

Lead Member: Cllr Morfudd Jones



Period	Comment
Q3 10/11	The cohort for this indicator is 14 children. A small cohort enables focussed and targeted action to secure performance. However, a failure to meet a target for a single individual can result in the whole target being missed. Specifically one young person return home to live with their parents when they were 16 and did not want further contact with the Department. The median for this indicator in 09/10 was 100%.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	■	92.31	100.00	100.00	100.00
Q2 10/11	■	90.91	100.00	100.00	100.00
Q1 10/11	■	75.00	100.00	100.00	100.00
Q4 09/10	■	100.00	100.00	100.00	100.00
Q3 09/10	■	100.00	100.00	100.00	100.00
Q2 09/10	■	100.00	100.00	100.00	100.00
Q1 09/10			100.00	100.00	100.00
Q4 08/09	■	100.00	100.00	100.00	92.40

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.

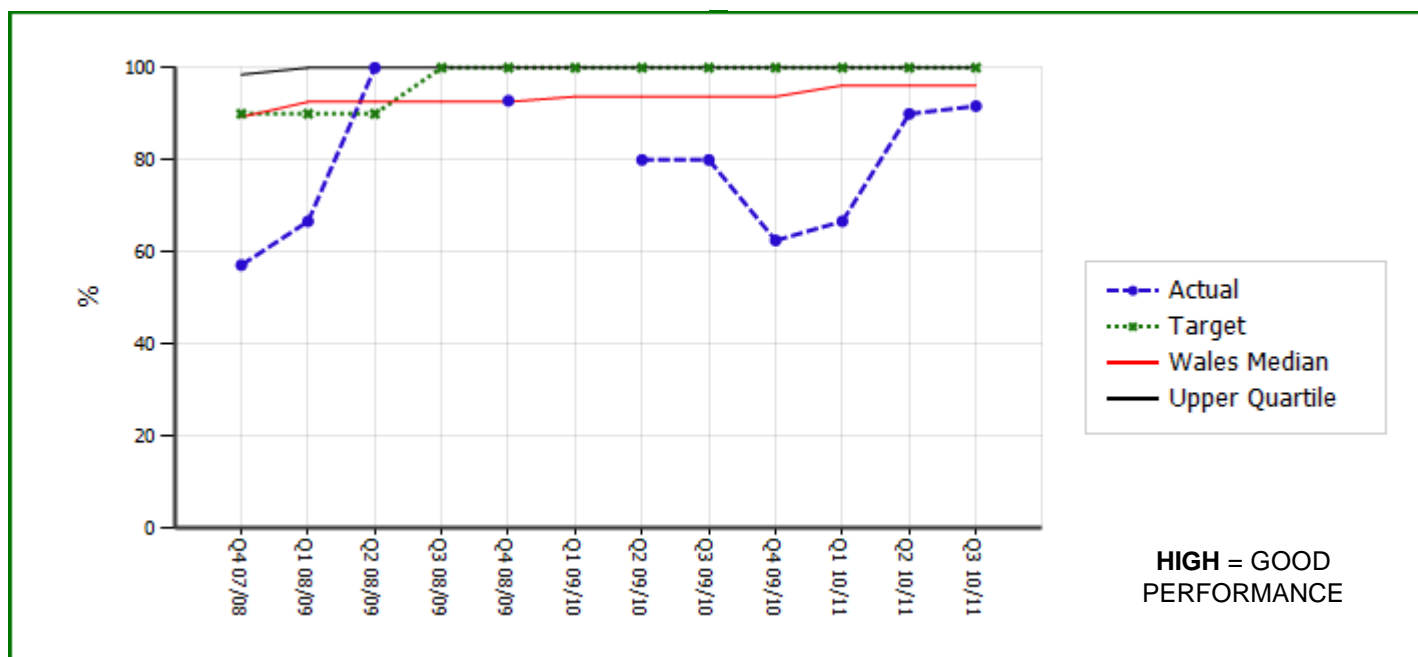
LINK to Evidence Files

 [Documentation: SCC033a](#)

SCC033b: 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

Head of Service: Leighton Rees

Lead Member: Cllr Morfudd Jones



Period	Comment
Q3 10/11	One young person was in prison on their 19th birthday. The PI definition is clear that prison is not suitable accommodation. The median for this indicator in 09/10 was 94%. Our projected performance for 10/11 is 92%. Achieving top 2 quartile performance in 10/11 will therefore depend on the performance across Wales and the associated median

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	■	91.67	100.00	100.00	96.17
Q2 10/11	■	90.00	100.00	100.00	96.17
Q1 10/11	■	66.67	100.00	100.00	96.17
Q4 09/10	■	62.50	100.00	100.00	93.73
Q3 09/10	■	80.00	100.00	100.00	93.73
Q2 09/10	■	80.00	100.00	100.00	93.73
Q1 09/10			100.00	100.00	93.73
Q4 08/09	■	92.86	100.00	100.00	92.60

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.

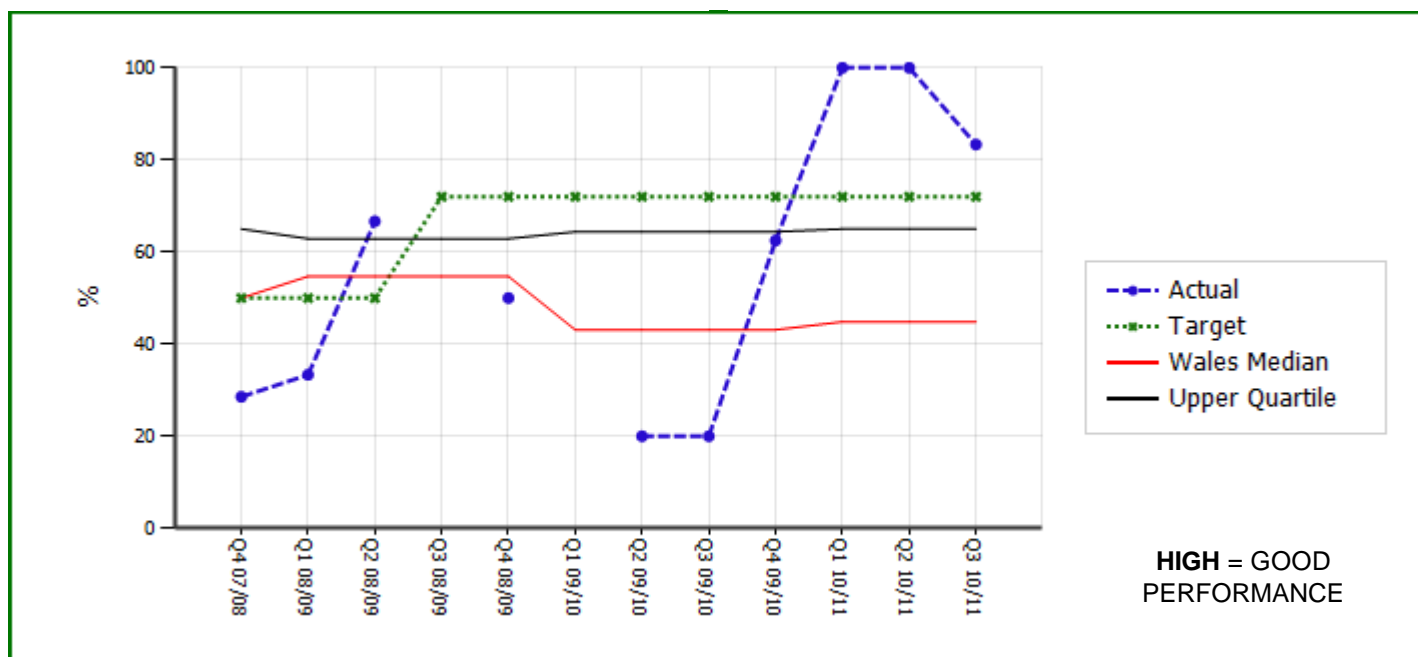
LINK to Evidence Files

 [Documentation: SCC/033b](#)

SCC033c: 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

Head of Service: Leighton Rees

Lead Member: Cllr Morfudd Jones



Period	Comment
Q3 10/11	There are 2 children who are classified as NEET from the cohort for this PI. Whilst we would want to avoid any child being NEET this is within our target.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	■	83.33	72.00	65.01	44.85
Q2 10/11	■	100.00	72.00	65.01	44.85
Q1 10/11	▲	100.00	72.00	65.01	44.85
Q4 09/10	▲	62.50	72.00	64.38	43.11
Q3 09/10	■	20.00	72.00	64.38	43.11
Q2 09/10	■	20.00	72.00	64.38	43.11
Q1 09/10			72.00	64.38	43.11
Q4 08/09	■	50.00	72.00	62.88	54.70

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 top quartile and Wales median is historically low.

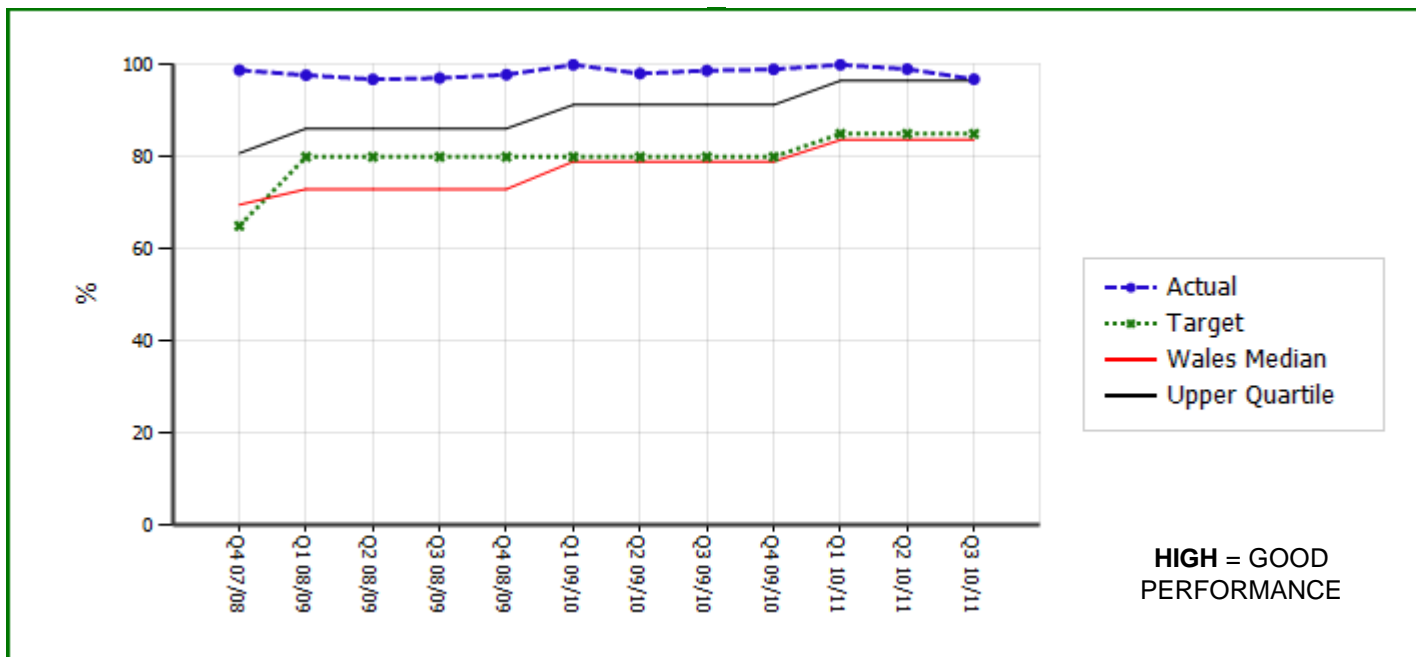
LINK to Evidence Files

 [Documentation: SCC/033c](#)

HHA013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Head of Service: Paul Quirk

Lead Member: Cllr David Thomas



Period	Comment
Q3 10/11	We are showing a slight reduction in performance in Q3 affected by small number of individual cases, it is expected that performance will remain in the top 2 quartiles going forward.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	■	96.86	85.00	96.53	83.69
Q2 10/11	■	99.07	85.00	96.53	83.69
Q1 10/11	■	100.00	85.00	96.53	83.69
Q4 09/10	■	99.00	80.00	91.29	78.99
Q3 09/10	■	98.74	80.00	91.29	78.99
Q2 09/10	■	98.08	80.00	91.29	78.99
Q1 09/10	■	100.00	80.00	91.29	78.99
Q4 08/09	■	97.84	80.00	86.15	73.00

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

Low Risk. We are confident that we will achieve top quartile status with this indicator as suggested by our past performance. In order to provide a clearer indication of top quartile status the target should be aligned with our projection of top quartile performance.

LINK to Evidence Files

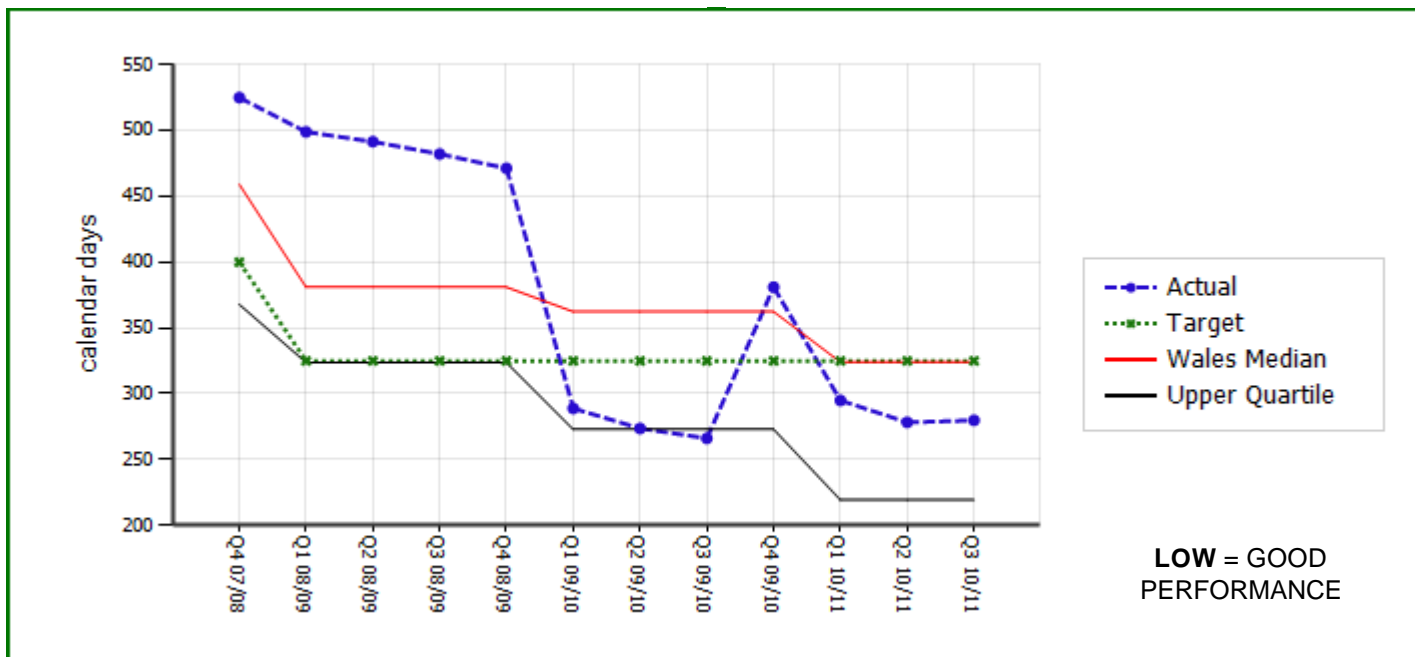
 [Documentation: HHA/013](#)



PSR002: The average number of calendar days taken to deliver a Disabled Facilities Grant

Head of Service: Graham Boase

Lead Member: Cllr David Thomas



Period	Comment
Q3 10/11	Seconding an Officer from the building control team has had a positive impact on performance. There are a few large projects in the pipeline which are likely to be completed in the final quarter which could affect the performance in a negative way, but we are still confident that we will be well within the target by the year end.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	⬇️	279.77	325.00	219.31	324.00
Q2 10/11	⬆️	278.24	325.00	219.31	324.00
Q1 10/11	⬆️	294.94	325.00	219.31	324.00
Q4 09/10	⬇️	381.01	325.00	272.98	362.40
Q3 09/10	⬇️	266.12	325.00	272.98	362.40
Q2 09/10	⬇️	273.66	325.00	272.98	362.40
Q1 09/10	⬆️	288.85	325.00	272.98	362.40
Q4 08/09	⬇️	471.31	325.00	323.77	381.00

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".

LINK to Evidence Files

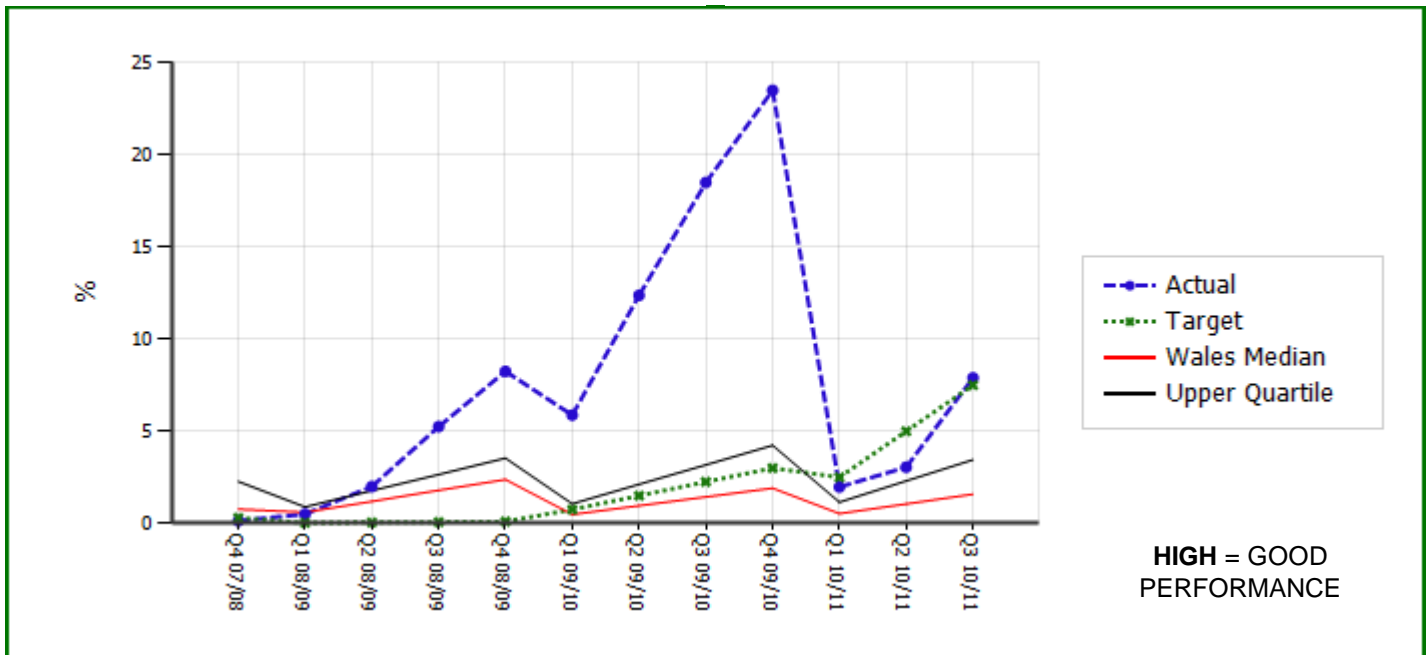
 [Documentation: PSR/002](#)



PSR004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the Local Authority

Head of Service: Graham Boase

Lead Member: Cllr David Thomas



Period	Comment
Q3 10/11	88 vacant dwellings have been bought back into use in the first 9 months, against a target of 100. However, the Empty Homes Officer left at end of December and the position is unlikely to be filled until April 2011. This will have an impact on the work in the final quarter. However, the target of 100 should still be achievable as a result of indirect work in the field.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	↑	7.89	7.50	3.45	1.58
Q2 10/11	↓	3.05	5.00	2.30	1.05
Q1 10/11	↓	1.97	2.50	1.15	0.53
Q4 09/10	■	23.50	3.00	4.23	1.91
Q3 09/10	■	18.50	2.25	3.17	1.43
Q2 09/10	■	12.38	1.50	2.12	0.96
Q1 09/10	■	5.88	0.75	1.06	0.48
Q4 08/09	■	8.25	0.10	3.54	2.38

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.

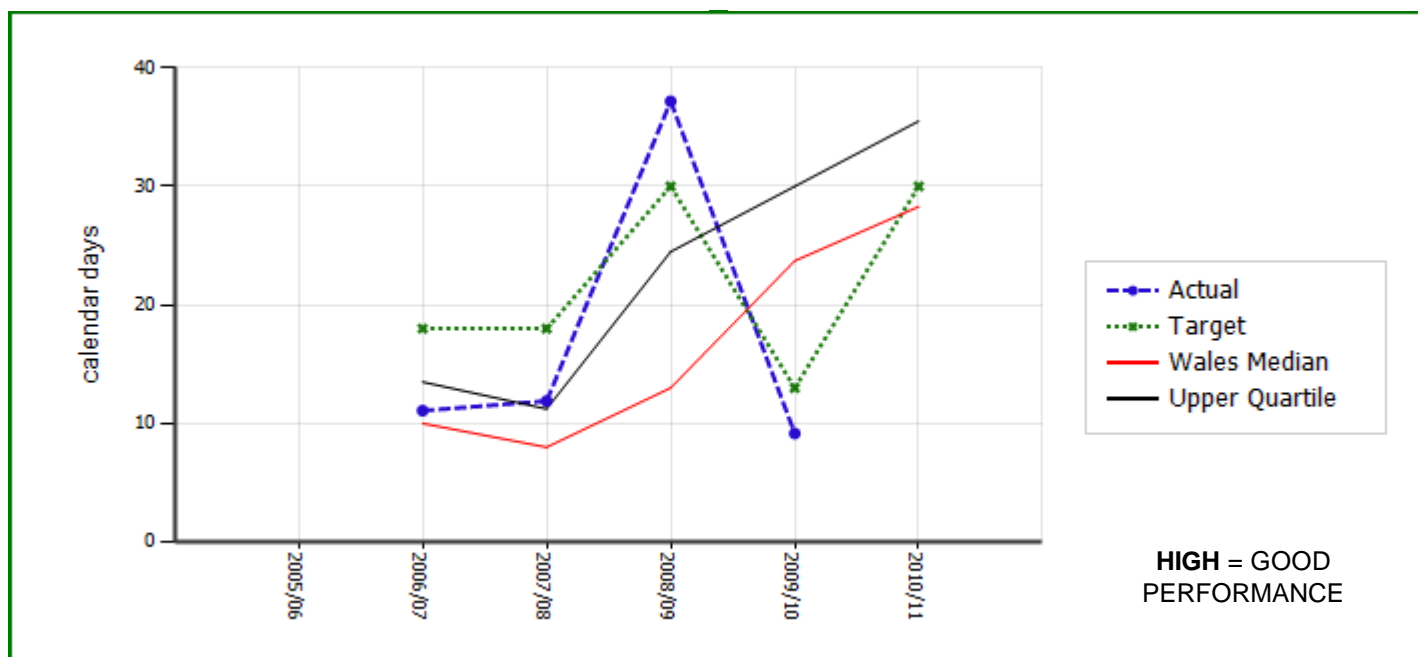
LINK to Evidence Files

 [Documentation: PSR/004](#)

PLA006: The number of additional affordable housing units provided during the year as a percentage of all new housing units provided during the year

Head of Service: Graham Boase

Lead Member: Cllr David Thomas



Period	Comment
2010/11	Performance against this indicator can not be reported until the end of the year, once the Land Availability Study has been carried out. In the first 9 months of the year planning permission has been granted for 48 dwellings, none of which are affordable because they related to the development of one or two dwellings and therefore do not fall under the Affordable Housing Policy of three or more dwellings.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
2010/11			30.00	35.50	28.29
2009/10	↓	9.16	13.00	30.00	23.72
2008/09	↑	37.17	30.00	24.49	13.00
2007/08	▬	11.90	18.00	11.23	8.00
2006/07	▬	11.08	18.00	13.50	10.00

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.

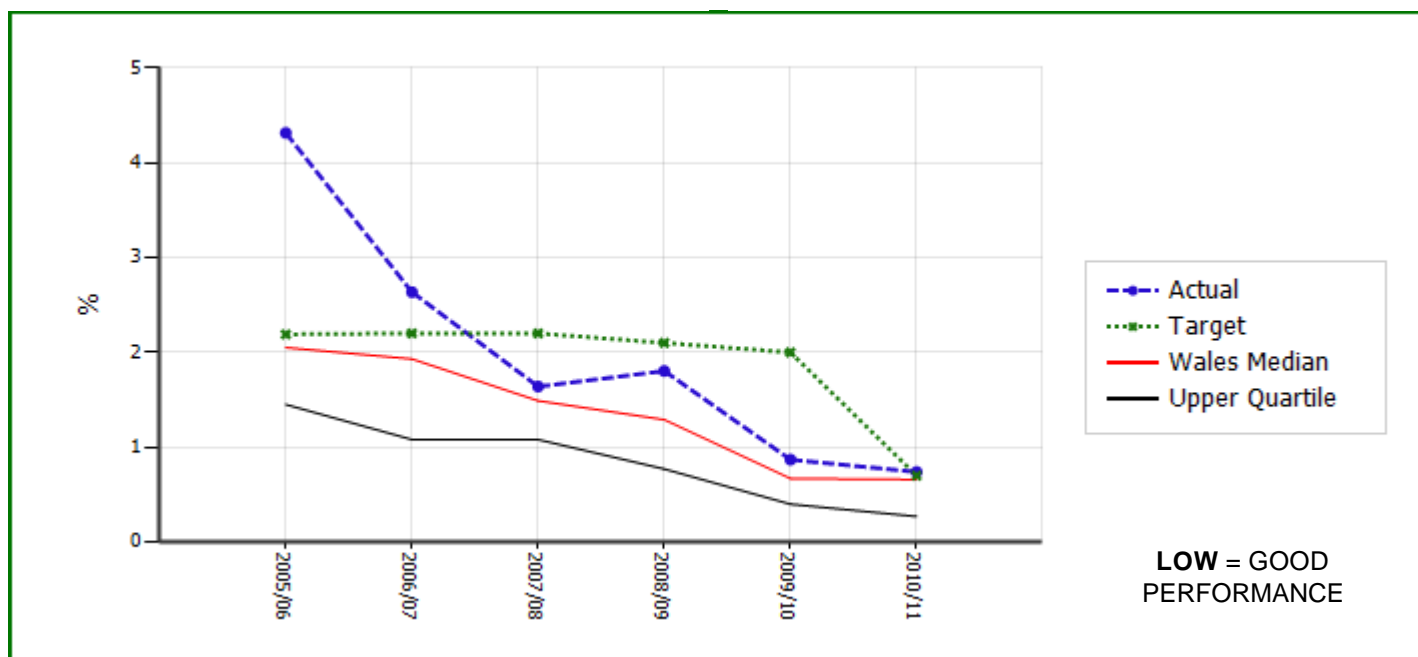
LINK to Evidence Files

 [Documentation: PLA/006](#)

EDU002i: 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 and leave compulsory education, training or workbased learning without an approved external qualification

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams



Period	Comment
2010/11	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. This expansion in the offer coupled with focused work to ensure that those at risk are targeted for additional support should mean that we can cross the threshold into top quartile performance in 2012.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
2010/11	⬇️	0.74	0.70	0.27	0.66
2009/10	⬆️	0.87	2.00	0.40	0.67
2008/09	⬇️	1.80	2.10	0.77	1.29
2007/08	⬆️	1.64	2.20	1.08	1.49
2006/07	⬆️	2.64	2.20	1.08	1.93
2005/06	⬇️	4.31	2.19	1.45	2.05
2004/05	⬇️	2.69	2.19		

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

Medium Risk. This continues to improve and we have further closed the gap on the Wales median. Still, 10 authorities in Wales are below 0.5 and 5 are below 0.25. If we achieve better than our 0.5 target by 2012 our successful entry into the top 2 quartiles will very likely but it will also be dependant on how well other authorities that have similar performance to us perform in the future.

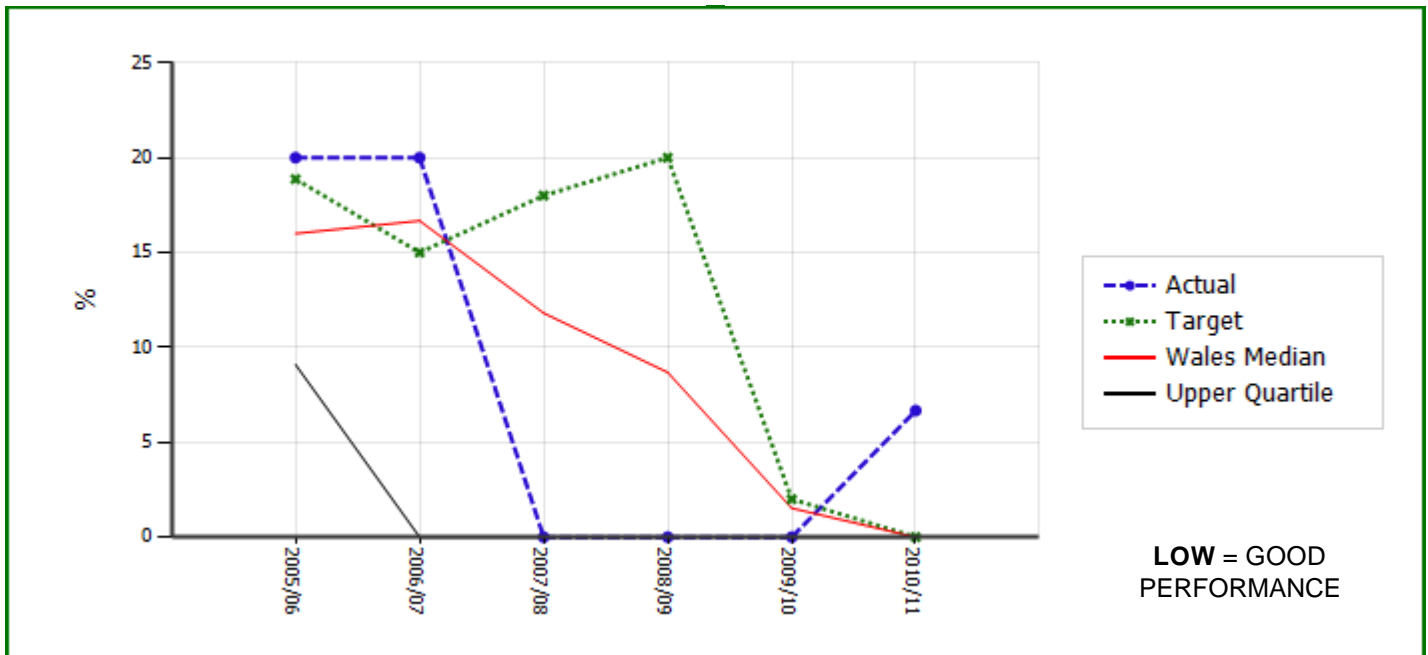
LINK to Evidence Files

 [Documentation: EDU/002i](#)

EDU002ii: The percentage of pupils in Local Authority care, in any Local Authority maintained school, aged 15 as at the preceding 31 August and leave compulsory education, training or workbased learning without an approved external qualification

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams



Period	Comment
2010/11	We are aiming and planing 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. In addition, the cohort is so small that a single occurrence will cause us to be unsuccessful, as occurred this year.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
2010/11	↓	6.67	0.00	0.00	0.00
2009/10	▬	0.00	2.00	0.00	1.52
2008/09	▬	0.00	20.00	0.00	8.68
2007/08	↑	0.00	18.00	0.00	11.81
2006/07	↓	20.00	15.00	0.00	16.67
2005/06	↑	20.00	18.87	9.09	16.00
2004/05	▬	30.77	18.87		

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.

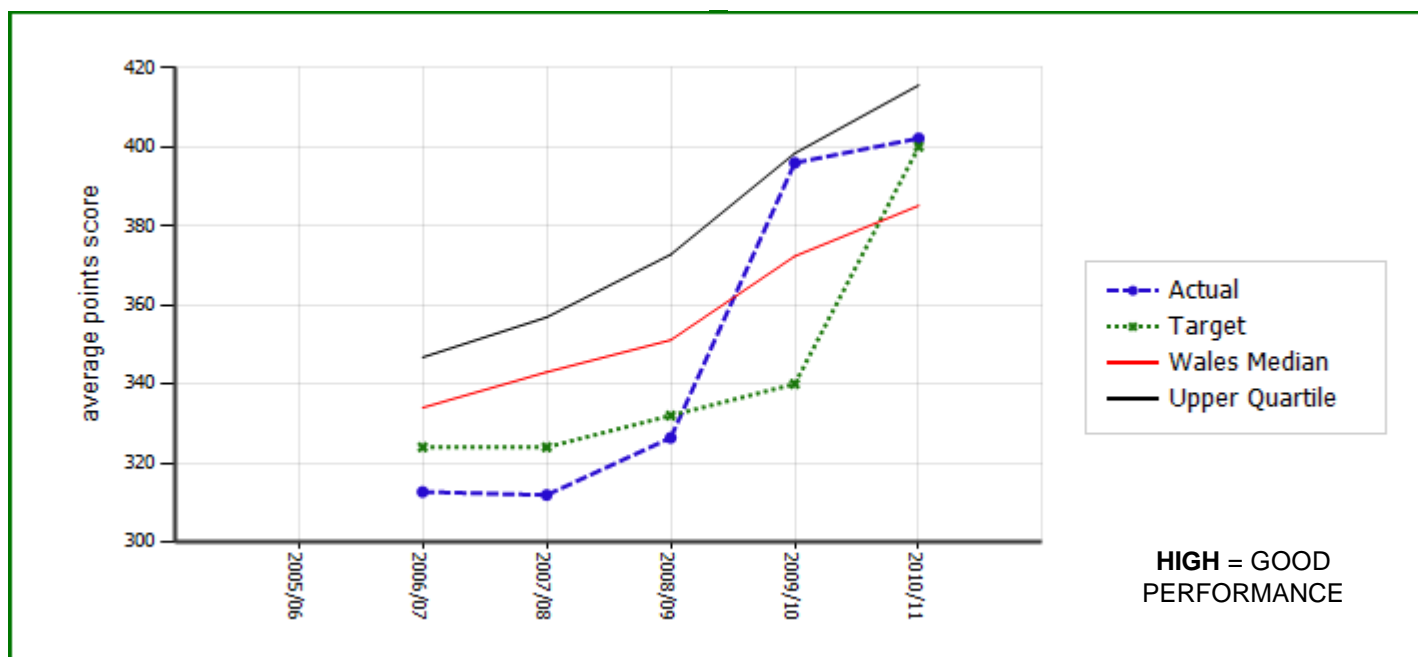
LINK to Evidence Files

 [Documentation: EDU/002ii](#)

EDU011: The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the Local Authority

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams



Period	Comment
2010/11	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.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
2010/11	↓	402.14	400.00	415.58	385.11
2009/10	↑	395.94	340.00	398.37	372.33
2008/09	↑	326.39	332.00	372.75	351.12
2007/08	↓	311.90	324.00	356.88	343.00
2006/07	-	312.70	324.00	346.75	334.00

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

Medium Risk. Our continued improvement to increase the average points score maintains our position in the top 2 quartiles. The rate of increase is not as fast as is reflected by the median and upper quartile performances. This poses a risk to achieving top 2 quartile performance if the gap continues to reduce. We still expect to achieve top 2 quartile status and the service will continue to ensure that we improve in the current academic year.

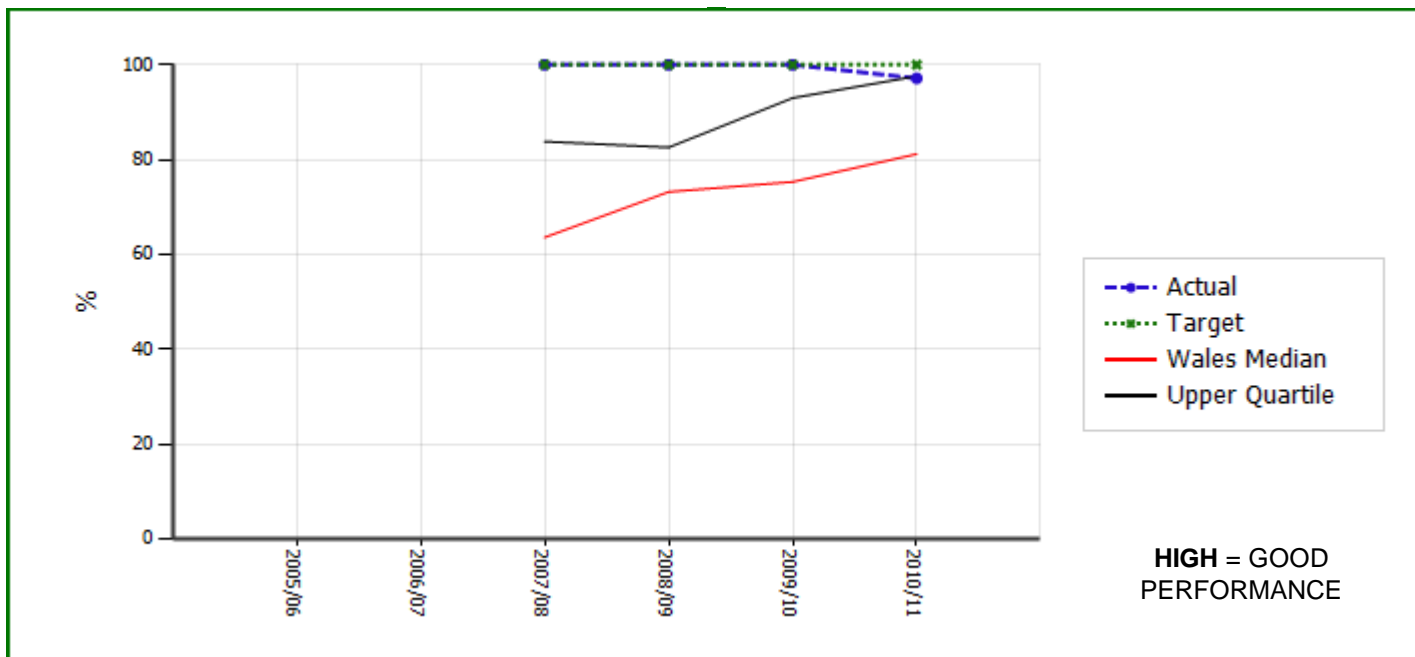
LINK to Evidence Files

 [Documentation: EDU/011](#)

EDU015a: The percentage of final statements of special education need issued within 26 weeks, including exceptions

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams



Period	Comment
2010/11	It is expected that this target will be met. A single occurrence caused the decline in performance this year. We are taking action to ensure that we provide all statements within timescales in future.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
2010/11	⬇️	97.14	100.00	97.60	81.18
2009/10	▬	100.00	100.00	93.00	75.32
2008/09	▬	100.00	100.00	82.57	73.20
2007/08	▬	100.00	100.00	83.81	63.60

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

Low Risk. A single occurrence, where a statement was issued after the 26 week period, caused the decline that moved us below top quartile performance for the first time. The service expects to issue all SEN statements within the 26 week period and the process is being monitored accordingly. We are confident that we will achieve top quartile status in 2012 for this indicator.

LINK to Evidence Files

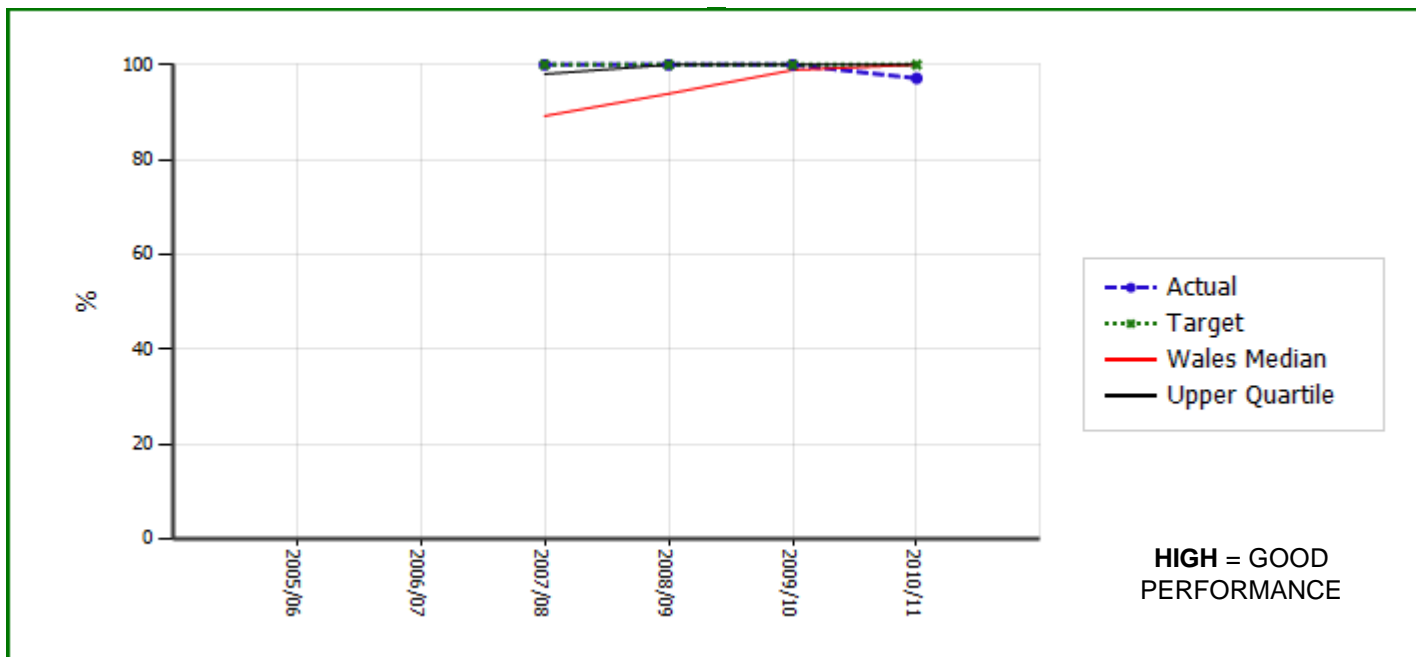
 [Documentation: EDU/015a](#)



EDU015b: The percentage of final statements of special education need issued within 26 weeks, excluding exceptions

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams



HIGH = GOOD PERFORMANCE

Period	Comment
2010/11	It is expected that this target will be met. A single occurrence caused the decline in performance this year. We are taking action to ensure that we provide all statements within timescales in future.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
2010/11	⬇️	97.14	100.00	100.00	100.00
2009/10	▬	100.00	100.00	100.00	98.89
2008/09	▬	100.00	100.00	100.00	93.90
2007/08	▬	100.00	100.00	98.04	89.20

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

Low Risk. A single occurrence, where a statement was issued after the 26 week period, caused the decline that moved us below top quartile performance for the first time. The service expects to issue all SEN statements within the 26 week period and the process is being monitored accordingly. We are confident that we will achieve top quartile status in 2012 for this indicator.

LINK to Evidence Files

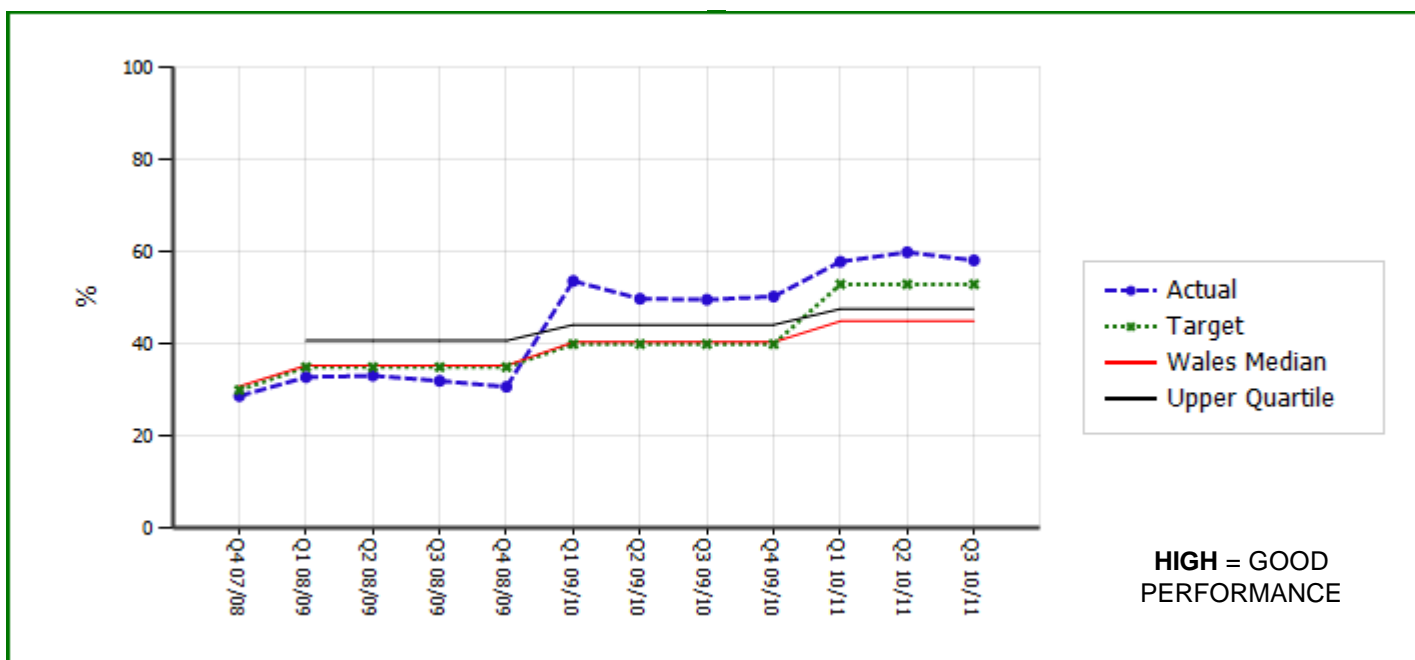
[Documentation: EDU/015b](#)



WMT009: 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

Head of Service: Steve Parker

Lead Member: Cllr Sharon Frobisher



HIGH = GOOD PERFORMANCE

Period	Comment
Q3 10/11	We are confident that we can maintain current performance. We continue to progress the x2 recycling scheme.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	↓	58.18	53.00	47.65	44.98
Q2 10/11	↑	59.95	53.00	47.65	44.98
Q1 10/11	↓	57.90	53.00	47.65	44.98
Q4 09/10	-	50.34	40.00	44.19	40.40
Q3 09/10	-	49.65	40.00	44.19	40.40
Q2 09/10	-	49.84	40.00	44.19	40.40
Q1 09/10	↑	53.70	40.00	44.19	40.40
Q4 08/09	↓	30.73	35.00	40.73	35.35

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

Low Risk. We are confident that we will maintain top quartile status for this indicator.

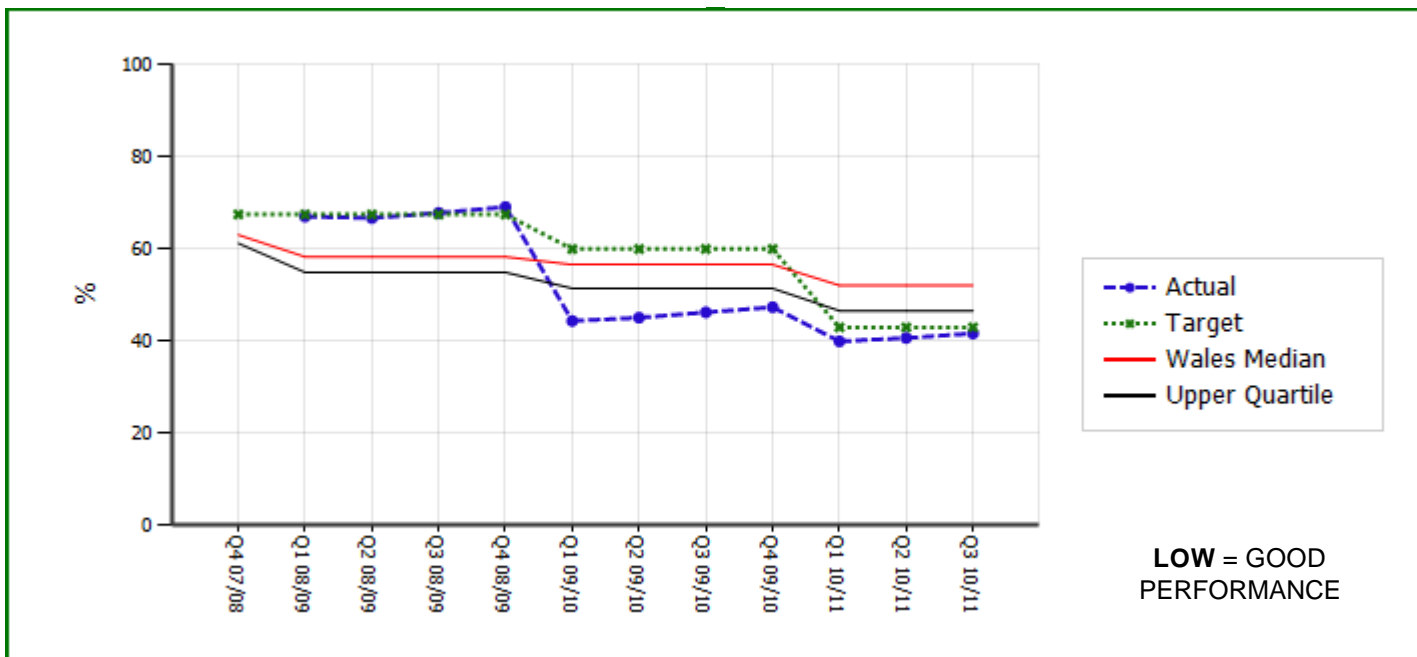
LINK to Evidence Files

 [Documentation: WMT/009](#)

WMT004: The percentage of municipal wastes collected by local authorities sent to landfill

Head of Service: Steve Parker

Lead Member: Cllr Sharon Frobisher



Period	Comment
Q3 10/11	We are confident that we will maintain our current performance. We continue to progress the x2 recycling scheme.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	↓	41.66	43.00	46.58	52.11
Q2 10/11	↓	40.68	43.00	46.58	52.11
Q1 10/11	↓	39.96	43.00	46.58	52.11
Q4 09/10	-	47.36	60.00	51.46	56.60
Q3 09/10	-	46.25	60.00	51.46	56.60
Q2 09/10	-	45.09	60.00	51.46	56.60
Q1 09/10	↑	44.38	60.00	51.46	56.60
Q4 08/09	↓	69.12	67.50	54.94	58.30

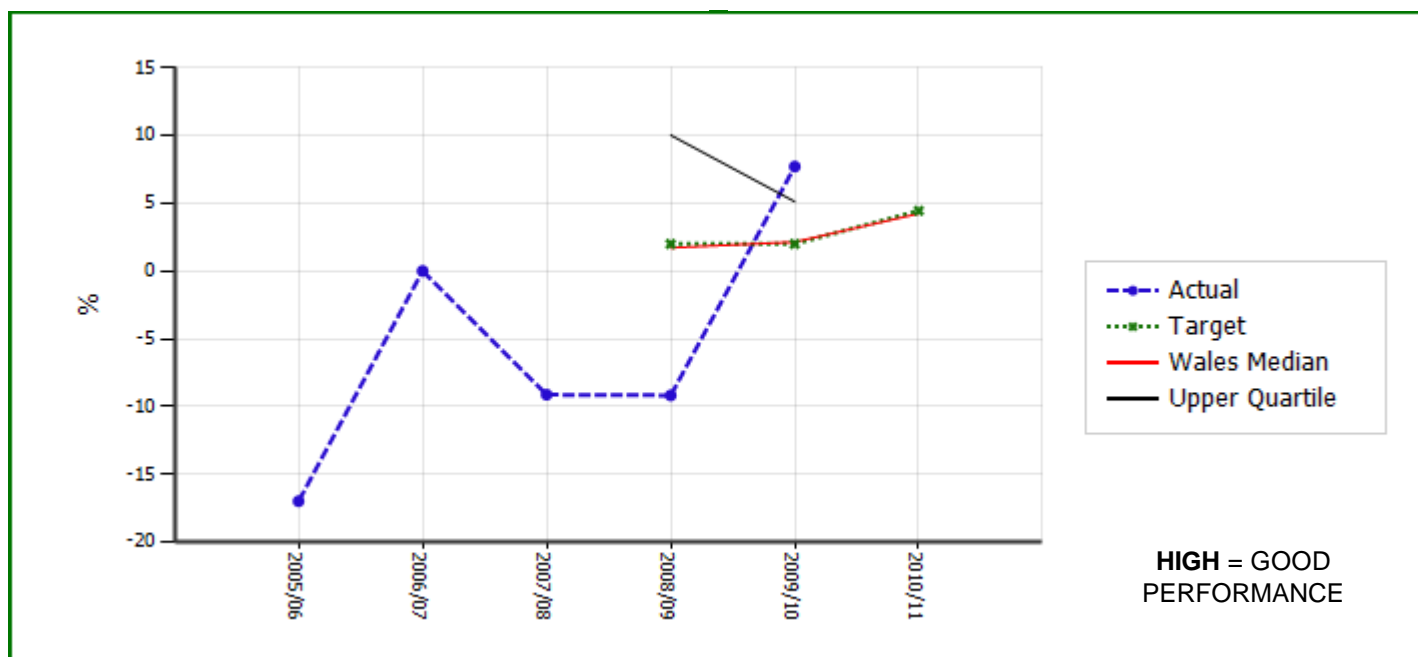
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Low Risk. We are confident that we will maintain top quartile status for this indicator.

LINK to Evidence Files

 [Documentation: WMT/004](#)



EEF002: The percentage change in carbon dioxide emissions in the non domestic public building stock**Head of Service:** Paul McGradey**Lead Member:** Cllr Paul Marfleet

Period	Comment
2010/11	A number of reactive energy/carbon efficiency projects have been undertaken this year. The planned and SALIX projects remain outstanding and may not be completed until next year. The projects that will be completed are unlikely to provide the carbon saving benefit this year but will in 2011. The cumulative energy consumption (carbon emissions) in county buildings compared to last year shows a 3% increase. It is unlikely that a significant reduction, if any, will be reported this year.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
2010/11			4.45		4.24
2009/10	↑	7.71	2.00	5.12	2.15
2008/09	↓	-9.18	2.00	10.03	1.71
2007/08		-9.12			
2006/07		0.01			
2005/06		-16.98			

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.

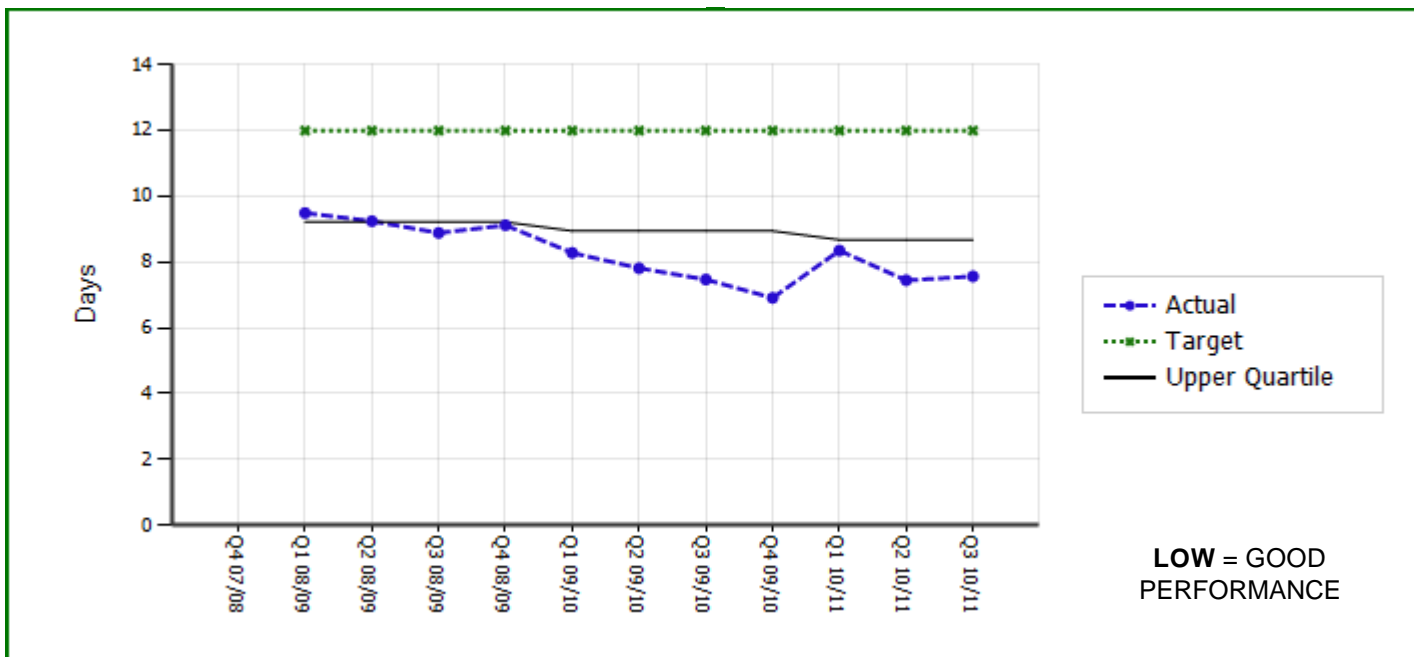
LINK to Evidence Files

 [Documentation: EEF/002](#)

BNF004: The time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events

Head of Service: Paul McGradey

Lead Member: Cllr Julian Thompson-Hill



Period	Comment
Q3 10/11	

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	■	7.57	12.00	8.68	7.53
Q2 10/11	■	7.45	12.00	8.68	7.53
Q1 10/11	■	8.35	12.00	8.68	7.53
Q4 09/10	■	6.91	12.00	8.95	9.94
Q3 09/10	■	7.47	12.00	8.95	9.94
Q2 09/10	■	7.82	12.00	8.95	9.94
Q1 09/10	■	8.28	12.00	8.95	9.94
Q4 08/09	■	9.12	12.00	9.22	12.40

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

Low Risk. We are confident that we will maintain top quartile status for this indicator. The median projection looks to fall below the top quartile projection but this is due to the rate of general improvement across Wales being faster as other councils improve to get to a good timeliness of response. If we continue along our current path we are likely to remain in the top quartile.

LINK to Evidence Files

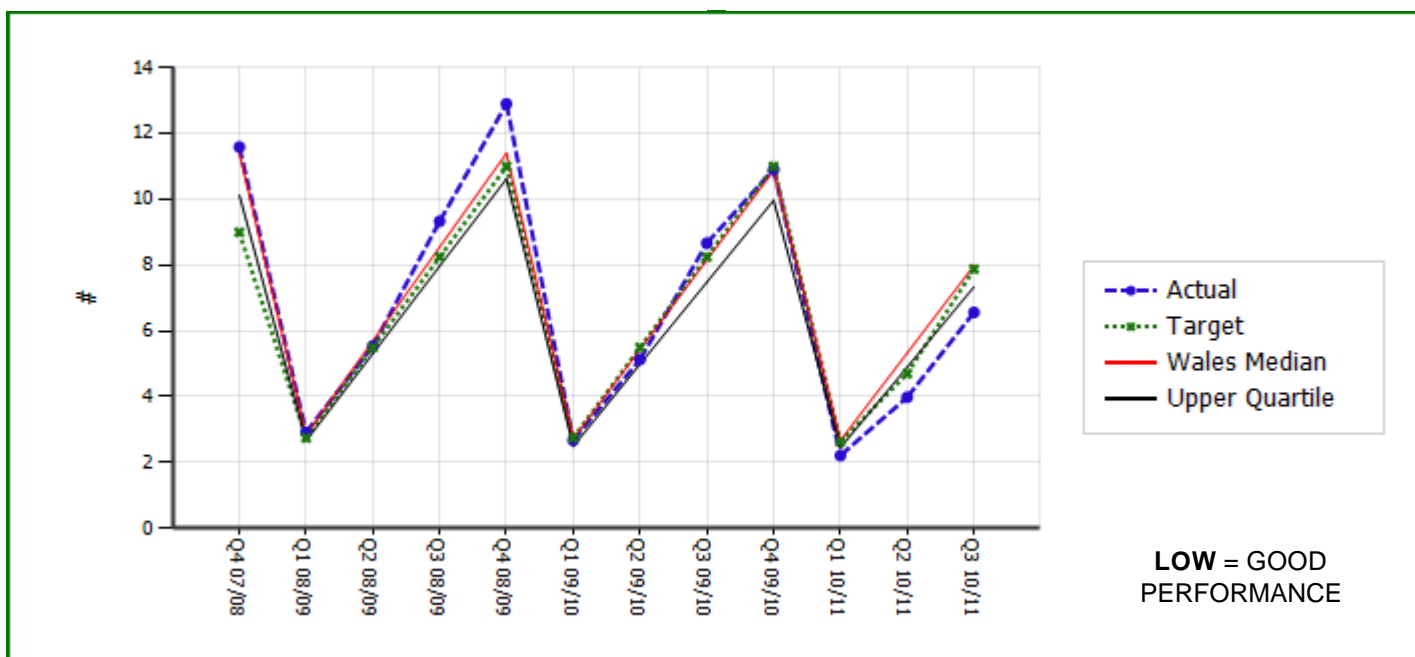
 [Documentation: BNF/004](#)



CHR002: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence

Head of Service: Linda Atkin

Lead Member: Cllr Paul Marfleet



Period	Comment
Q3 10/11	Attendance has continued to improve in Q3 and currently sits within the upper quartile and well above the Wales Median. This is a considerable improvement on last year. Much work has been undertaken by both HR and managers to ensure that absence management is a priority within both the service and the council as a whole.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q3 10/11	⬇️	6.56	7.88	7.34	7.99
Q2 10/11	⬇️	3.98	4.70	4.90	5.33
Q1 10/11	⬆️	2.21	2.63	2.45	2.67
Q4 09/10	⬆️	10.91	11.00	9.97	10.87
Q3 09/10	⬇️	8.67	8.25	7.48	8.15
Q2 09/10	⬆️	5.13	5.50	4.99	5.44
Q1 09/10	⬆️	2.67	2.75	2.49	2.72
Q4 08/09	⬇️	12.90	11.00	10.62	11.40

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.

LINK to Evidence Files

 [Documentation: CHR/002](#)





DEMOGRAPHIC CHANGE

Improvement Objective 1

Adapting service delivery to address demographic changes

Outcomes

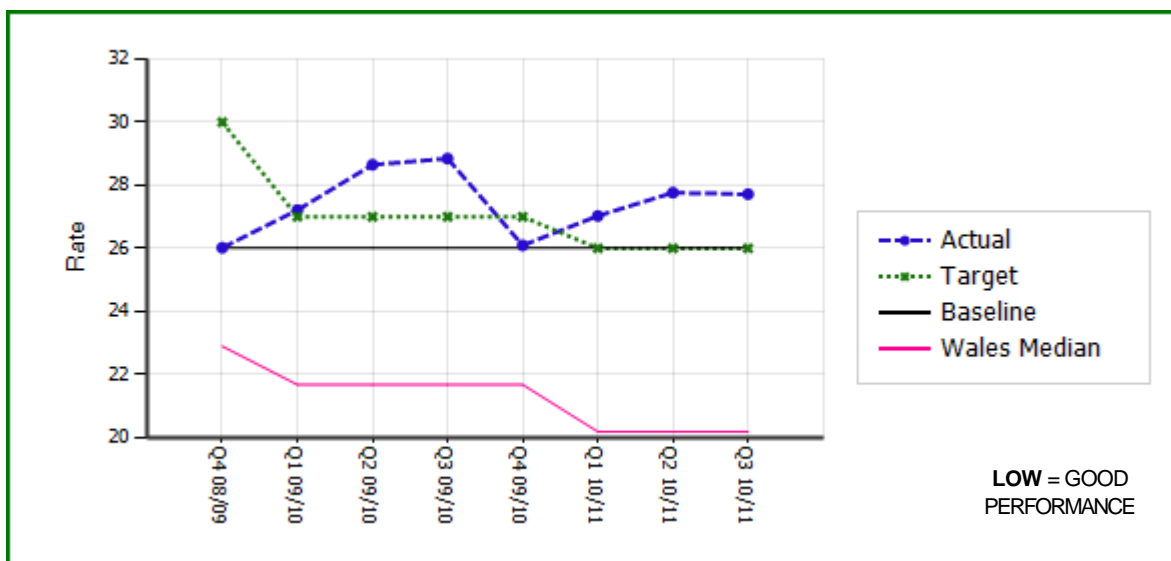
Older people are able to live independently for longer

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

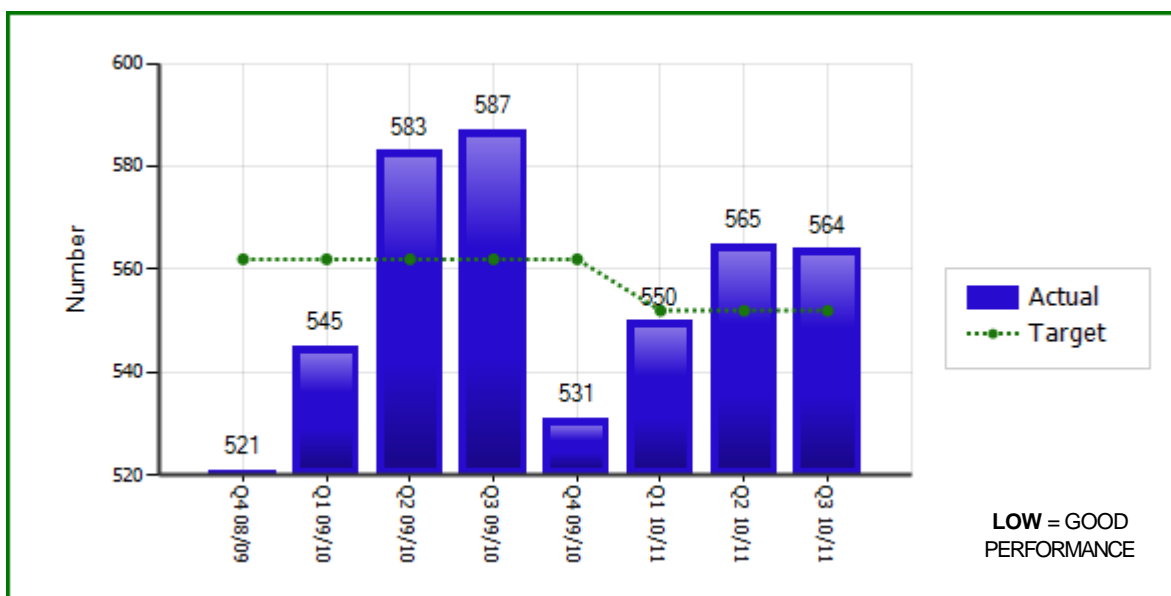
Indicators of Success

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



Period	Comment
Q3 10/11	The number of placements has reduced by 1 during the quarter. Avoiding a overall increase in placements within the context of demographic pressures and the winter period is positive. However, there is a real challenge in ensuring that our year end target is met.

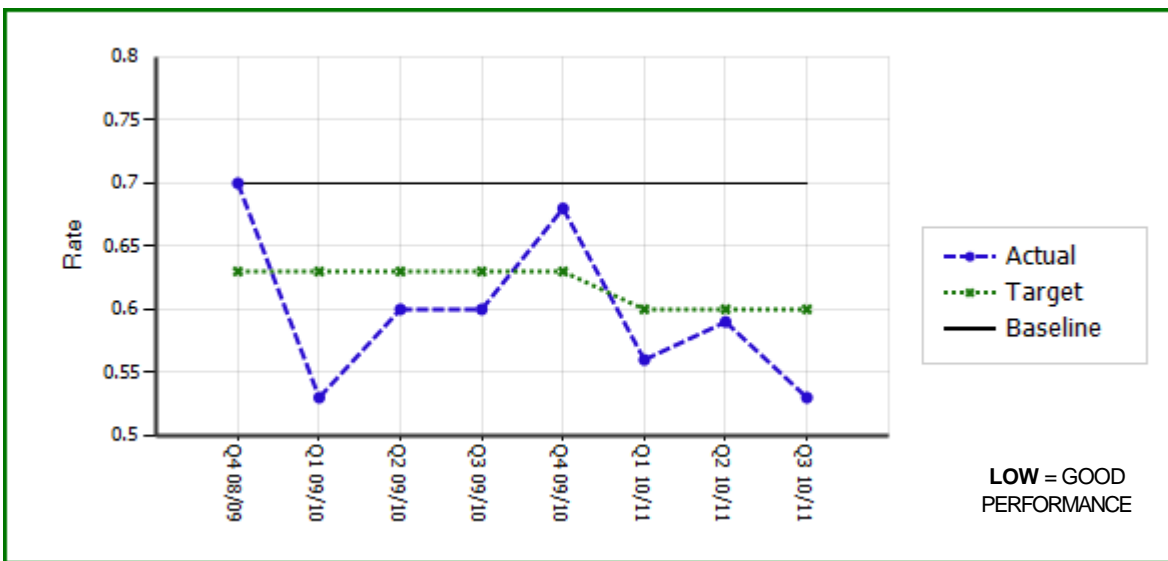
Key Indicator - The number of older people aged 65+ who are supported in a care home



Period	Comment
Q3 10/11	The number of placements has reduced by 1 during the quarter. Avoiding a overall increase in placements within the context of demographic pressures and the winter period is positive. However, there is a real challenge in ensuring that our year end target is met.

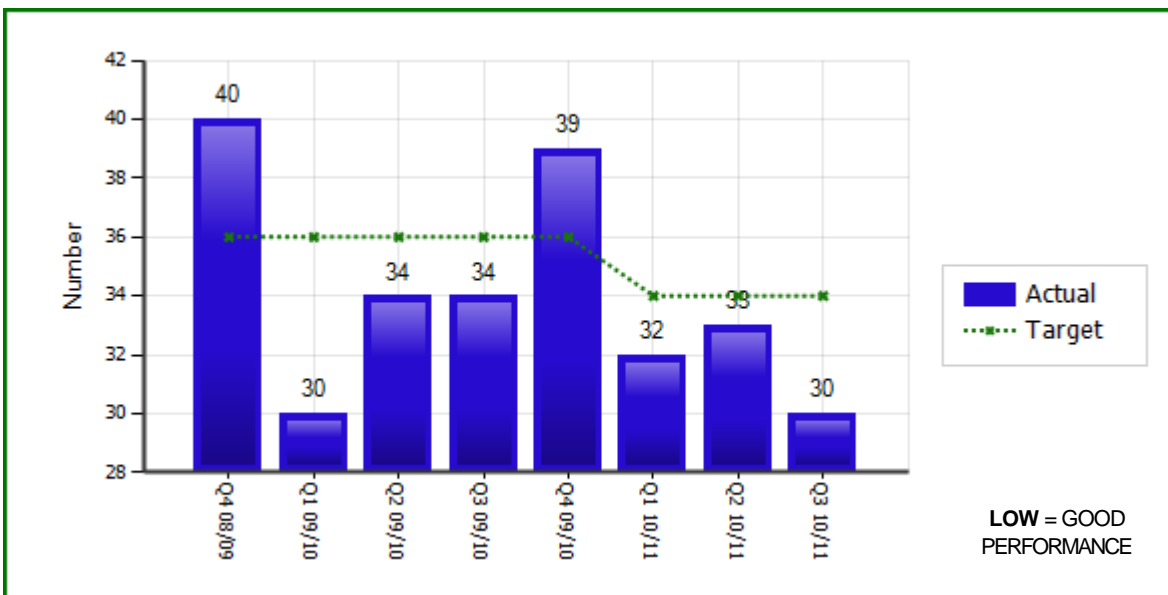
Indicators of Success

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



Period	Comment
Q3 10/11	We are on track to meet our target

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

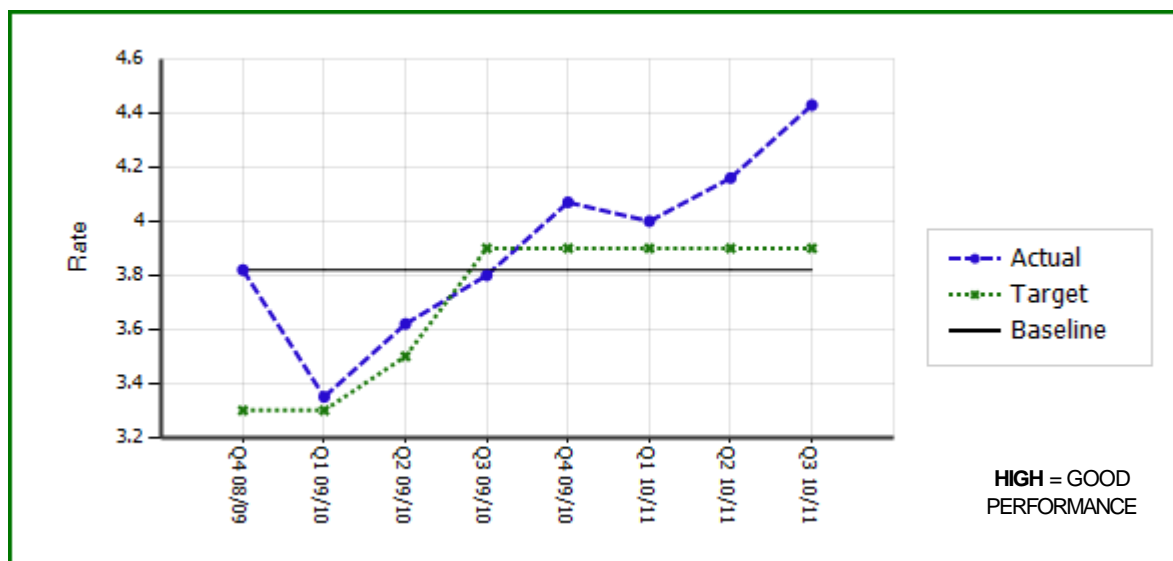


Period	Comment
Q3 10/11	We are on track to meet our target



Indicators of Success

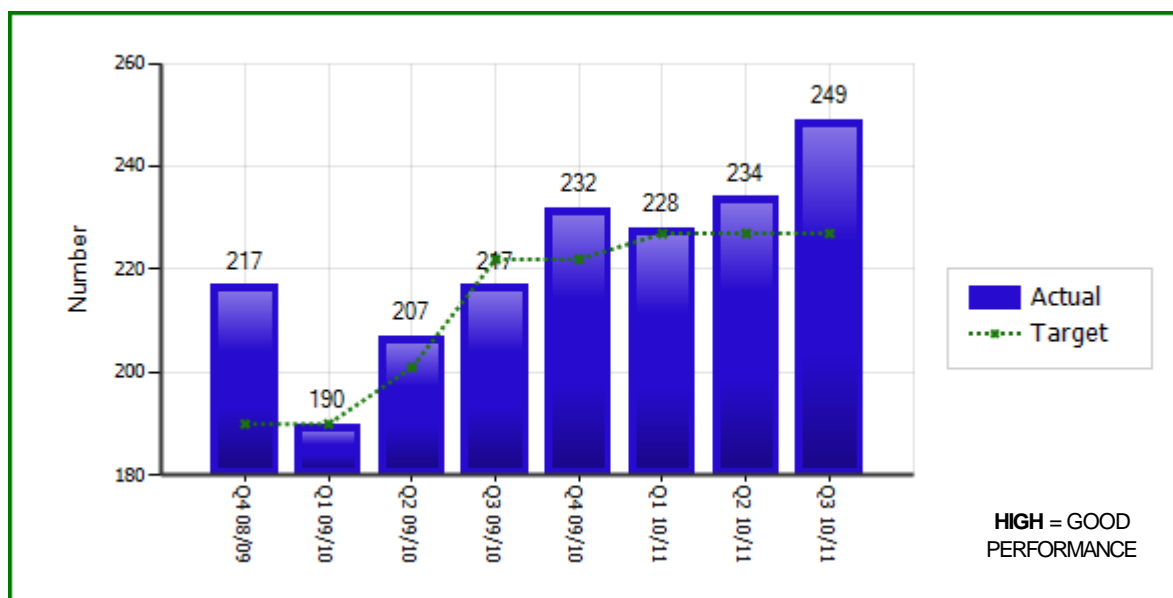
Key Indicator - The rate of adults with learning disabilities helped to live at home



HIGH = GOOD PERFORMANCE

Period	Comment
Q3 10/11	We are on track to meet our target. This growth in the number of people supported reflects demographic increases and specific work to target and engage some vulnerable people

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



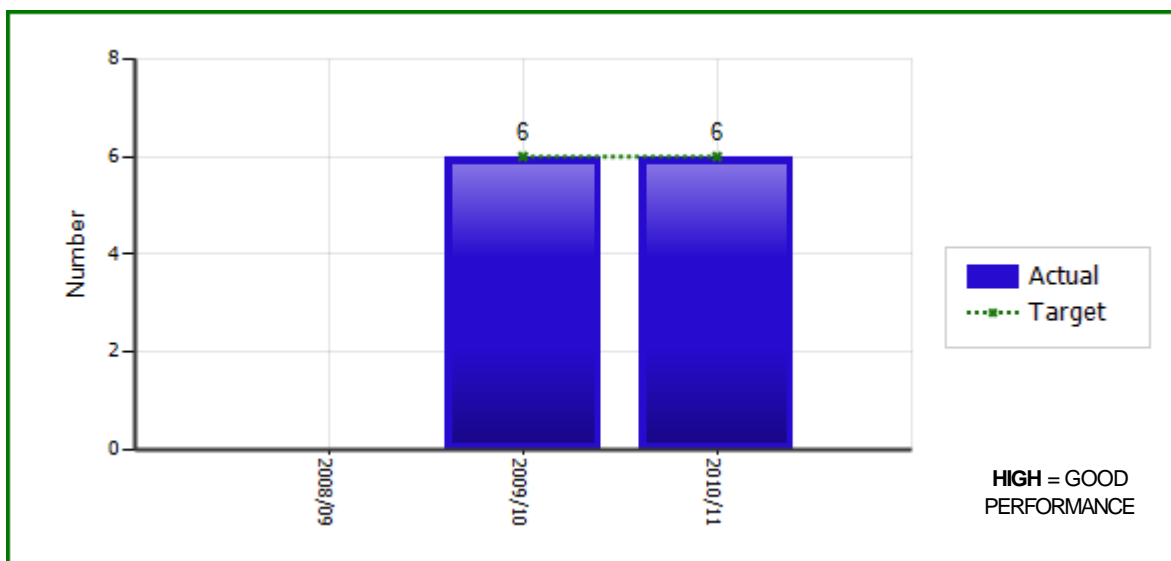
HIGH = GOOD PERFORMANCE

Period	Comment
Q3 10/11	We are on track to meet our target. This growth in the number of people supported reflects demographic increases and specific work to target and engage some vulnerable people



Indicators of Success

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

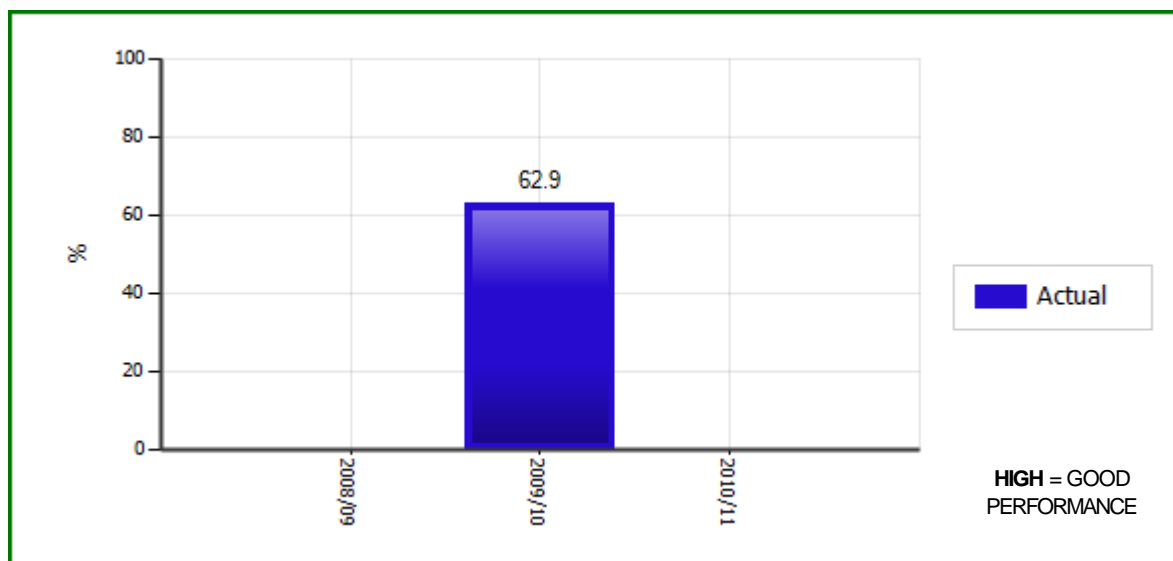


Period	Comment
2010/11	Community initiatives progressing well with My Life My Way being established across Denbighshire. Telebuddies now well established with an evaluation report scheduled to People & Places Board - February 2011.



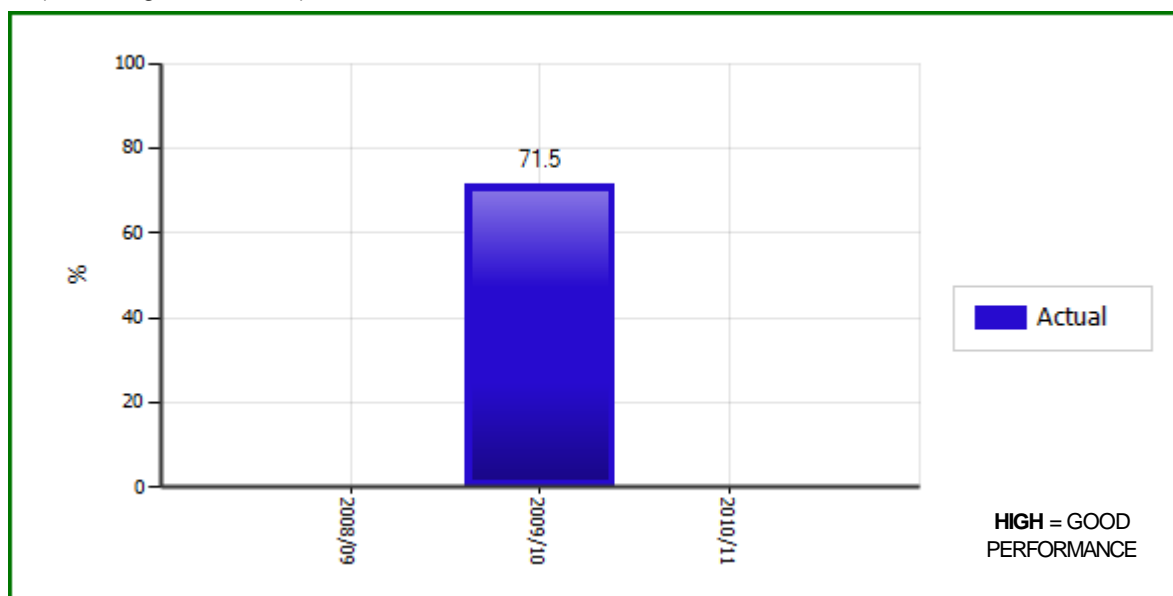
Residents Survey

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)

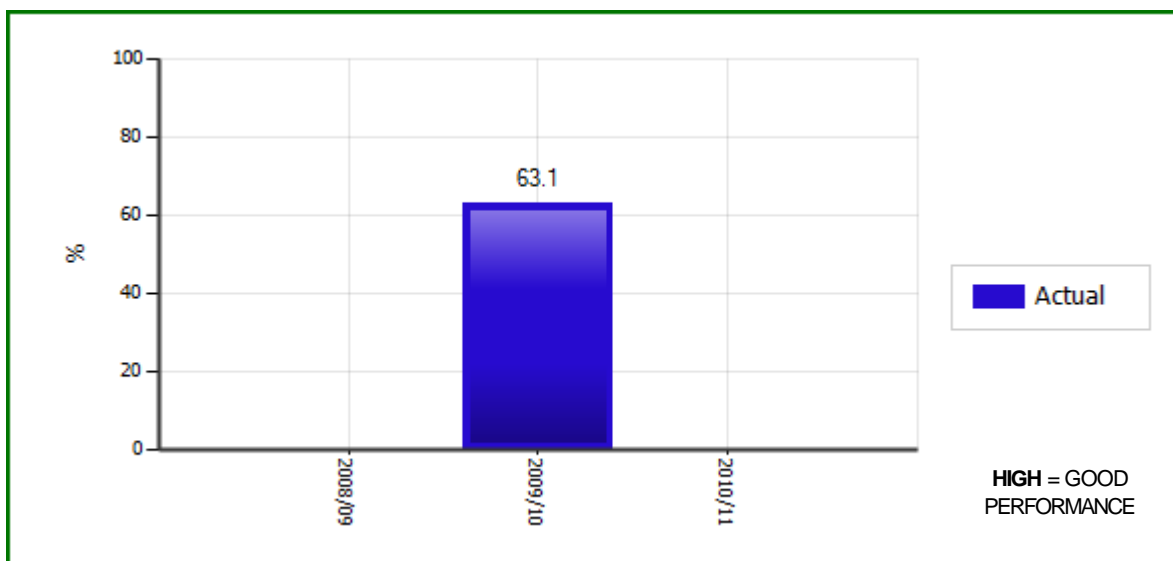


Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.



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
Q3 10/11	Intensively Supported Independent Living	🟡	Cllr Pauline Dobb	Project agreed to build 3 bungalows each for 4 people on the site. Identified clients continue to be approached; however, Planning Permission is still awaited.
Q3 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.
Q3 10/11	Ruthin Extra Care Housing	🟢	Cllr Pauline Dobb	Ruthin Extra Care remains on target and work is progressing in respect of the appointment of a Scheme Manager and arrangements for care and support provision. Interested parties list continues to grow and assessment visits will commence during March 2011.
Q3 10/11	Telecare in Denbighshire	🟢	Cllr Pauline Dobb	Telecare assessment and provision is now integrated into the Community Equipment Service within SSD. There is an assessment waiting list that is being managed by: responding to those with the greatest need first, doing some fitting at the same time as assessment, training others to undertake Telecare assessment and planning as part of their own assessments. Work progresses with NW Regional Telecare Board for a formal agreement to purchase services from the new Telecare Call Monitoring Centre.
Q3 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 disability swimming and are on track to continue to maintain the rate for free swims available.
Q3 10/11	Prestatyn Extra Care Housing	🟢	Cllr Pauline Dobb	Prestatyn Extra Care remains on schedule with handover scheduled late January 2011 and occupancy thereafter. Assessments of individuals for allocation are proceeding well. Independent Sector Care and Support Provider appointed.
Q3 10/11	Regional collaboration with other Councils and NHS to support learning disabilities clients	🟢	Cllr Pauline Dobb	Negotiations with our largest provider have stalled progress. Current agreement with the provider is that they will resubmit costings by the end of Jan and negotiations are to be concluded by mid Feb. Other companies are now submitting costing sheets in Jan to enable further savings to be implemented in Apr 2011. BCUHB have committed some resources to the unit however full implementation can't be achieved until the memorandum of understanding has been signed by all parties.
Q3 10/11	Develop co-located Health and Social Care models throughout Denbighshire	🟢	Cllr Pauline Dobb	A new direction for Adult & Business Services in the restructure is currently being devised with focus on: Localities, Greater Value for Service Users, Resources, Specialist v Generic Services, Smaller Integrated Senior Management Team, Team Manager Team enabled to maximise the opportunities of the new structure. A project plan scheduled Jan - Apr with implementation on 04.04.2011. Accommodation options at key locations across the county are continuing to be explored with health colleagues.
Q3 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 - a full evaluation of service users and others involved in the project was carried out December 2010. This will now inform a Scrutiny Report which is scheduled to be presented next quarter (Jan 2011) and will inform any future roll-out of the service.
Q3 10/11	Establish Community Initiatives	🟢	Cllr Pauline Dobb	Community initiatives progressing well with My Life My Way being established across Denbighshire. Telebuddies now well established with an evaluation report scheduled to People & Places Board - February 2011.
Q3 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 in Quarter 2 and working well.
Q3 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 an integral part of the work of Adults Service and a decision has been taken to incorporate the team into the new Intake Service. This will further the aim of enabling people to realise their potential for independence when they first seek help. It also supports the anticipated outcomes of the North Wales Intermediate Care Review. Statistical information needs to be more robust so the MIS Team are now working with a group of PARIS champions from the Reablement Team.



REGENERATING OUR COMMUNITIES

Improvement Objective 2

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

Outcomes

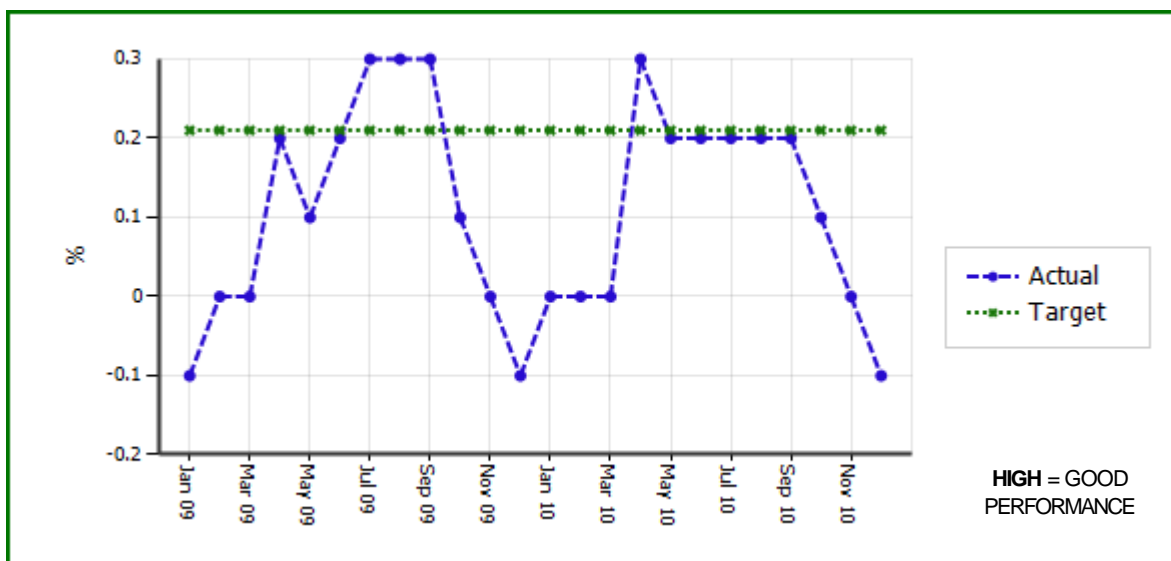
Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales

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

Indicators of Success

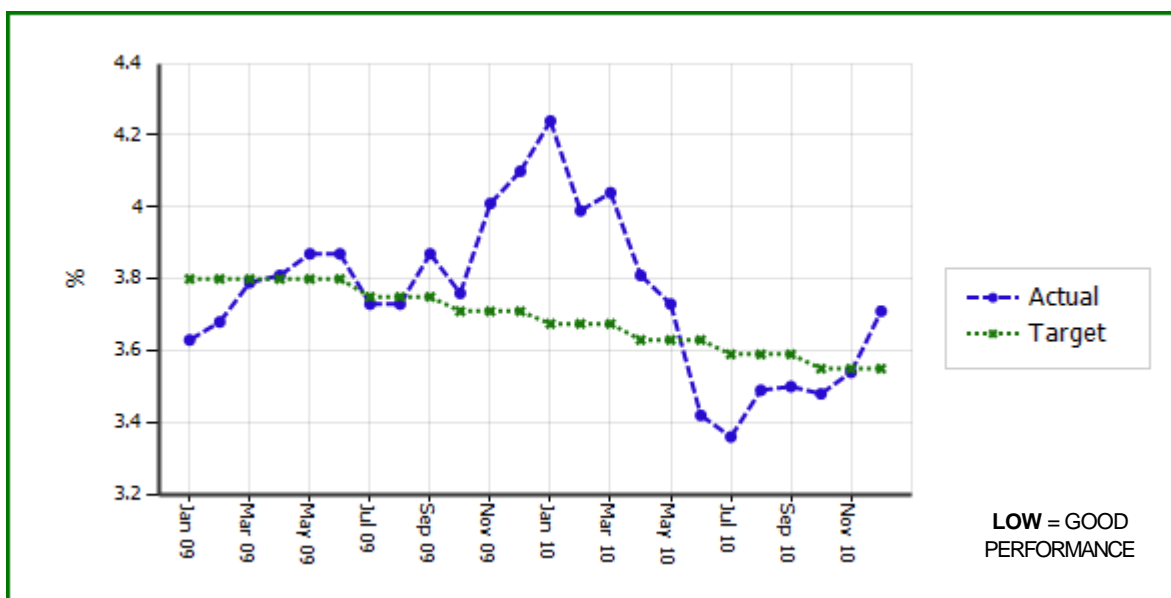
Key Indicator - The relative reduction in Job Seekers Allowance claimants in Denbighshire



HIGH = GOOD PERFORMANCE

Period	Comment
Dec 10	The rate of JSA claimants in Denbighshire is now higher than the Wales rate. They are 3.8% and 3.7% respectively. This represents a worsening position from our baseline where the Denbighshire rate was 0.2% lower than the Wales rate.

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



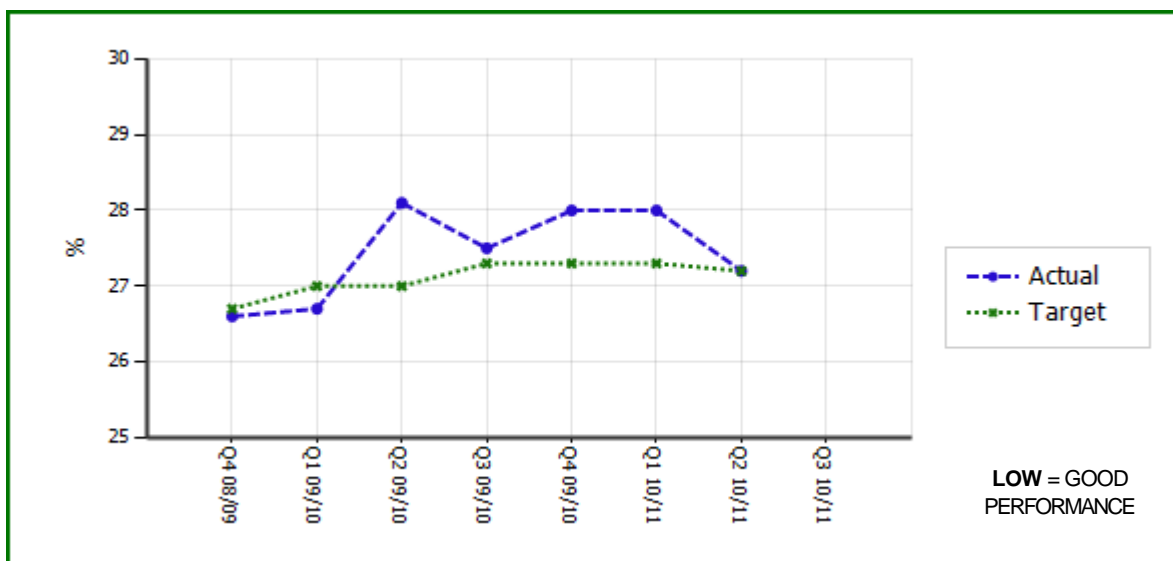
LOW = GOOD PERFORMANCE

Period	Comment
Dec 10	Status is currently RED as we would expect the gap between Rhyl and Denbighshire Rates of JSA to stand at 3.55 but the actual gap is 3.71. The current actual gap has returned us to a position very near to that of our baseline year.



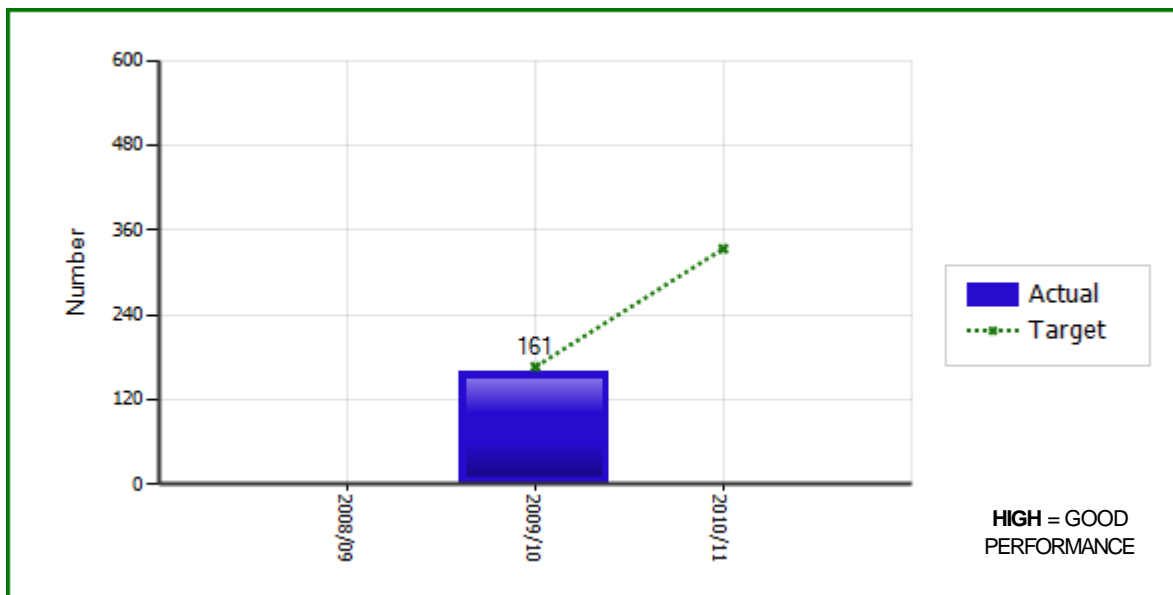
Indicators of Success

Key Indicator - The relative reduction in economic inactivity



Period	Comment
Q3 10/11	The rate of economically inactive people in Denbighshire was below the Wales level in the first quarter of 2009/10 but has subsequently increased and remained stubbornly higher than the Wales level until the second quarter of 2010/11. They are now equal on 27.2%.

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

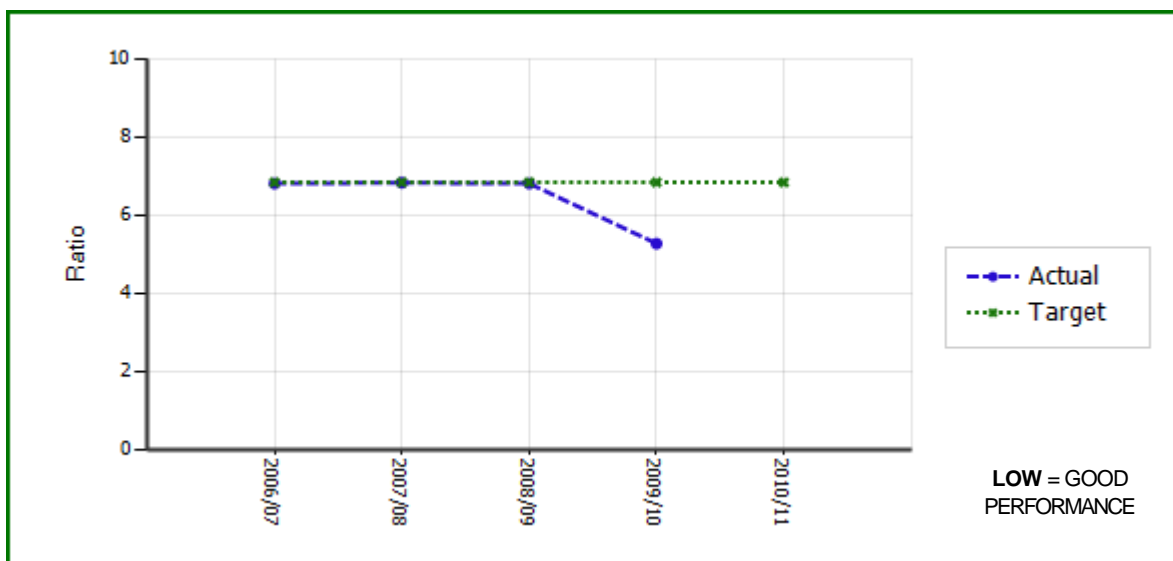


Period	Comment
2010/11	Final figures will be available at the end of the year. So far this year 153 people (adults and children) have been helped who were below the 60% poverty line. This brings the running total to 314. Our current performance puts us in a strong position to achieve our end of year target to have helped 334 people.



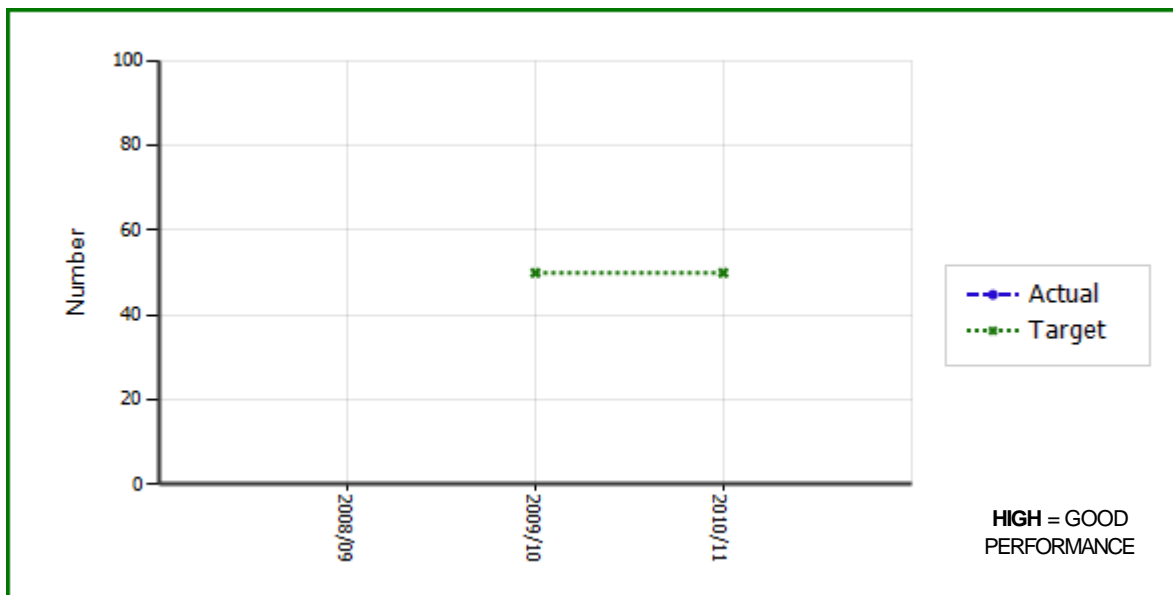
Indicators of Success

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

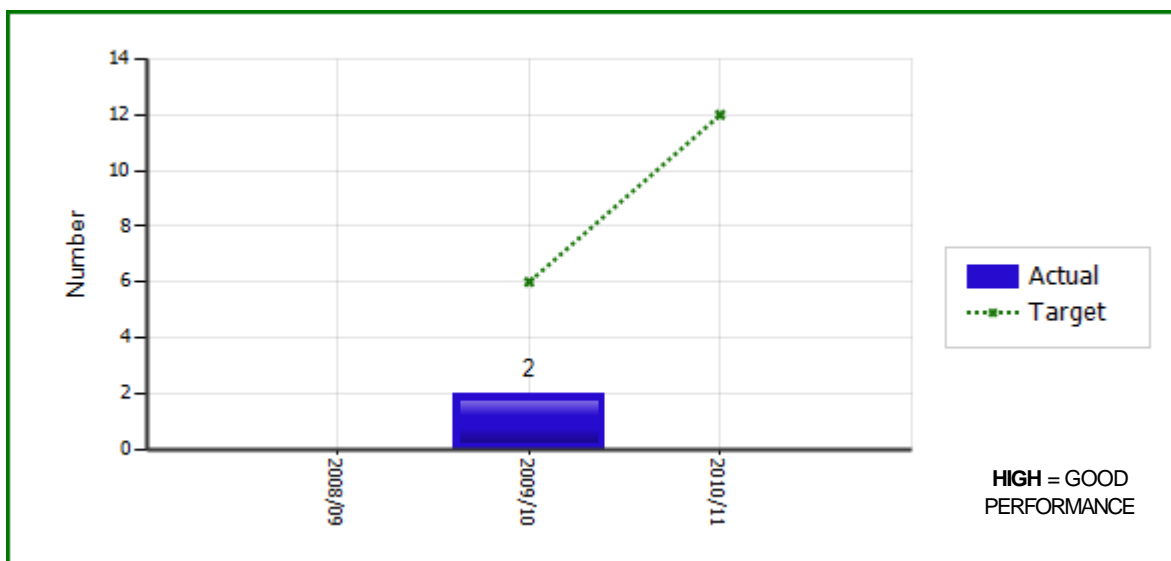


Period	Comment
2010/11	The target was 50 per annum by 2011/12. This is a new scheme and we will start recording against this measure in 2010/11.



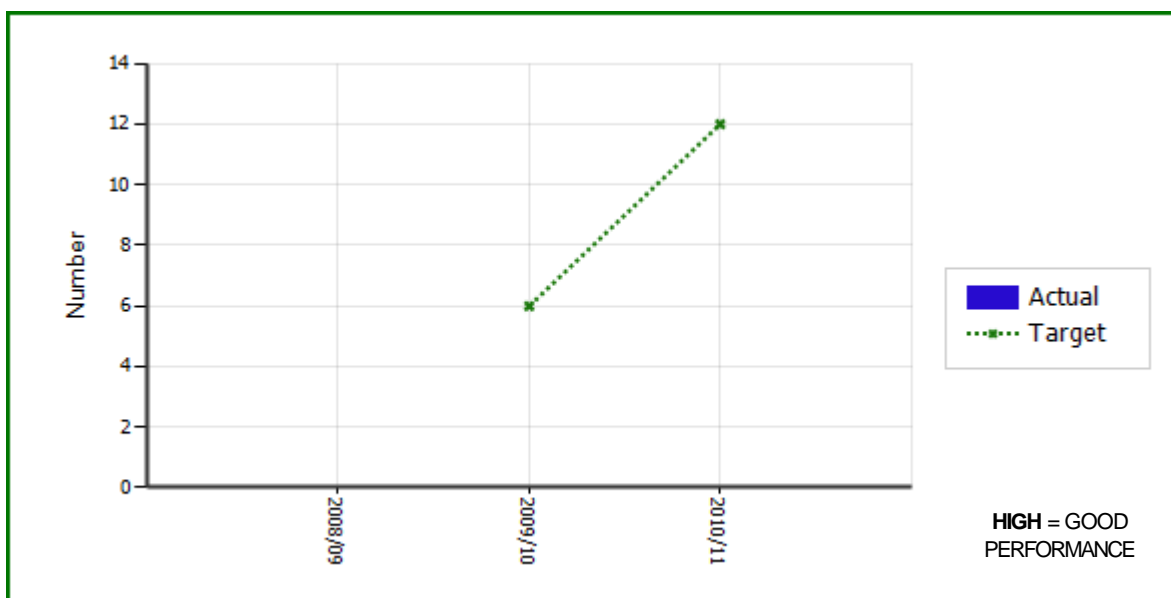
Indicators of Success

Key Indicator - The number of social enterprises assisted



Period	Comment
2010/11	Discussions have taken place about the Irish partners taking over some of our output targets because the way they are defined in the two countries is different.

Key Indicator - The number of village facilities improved

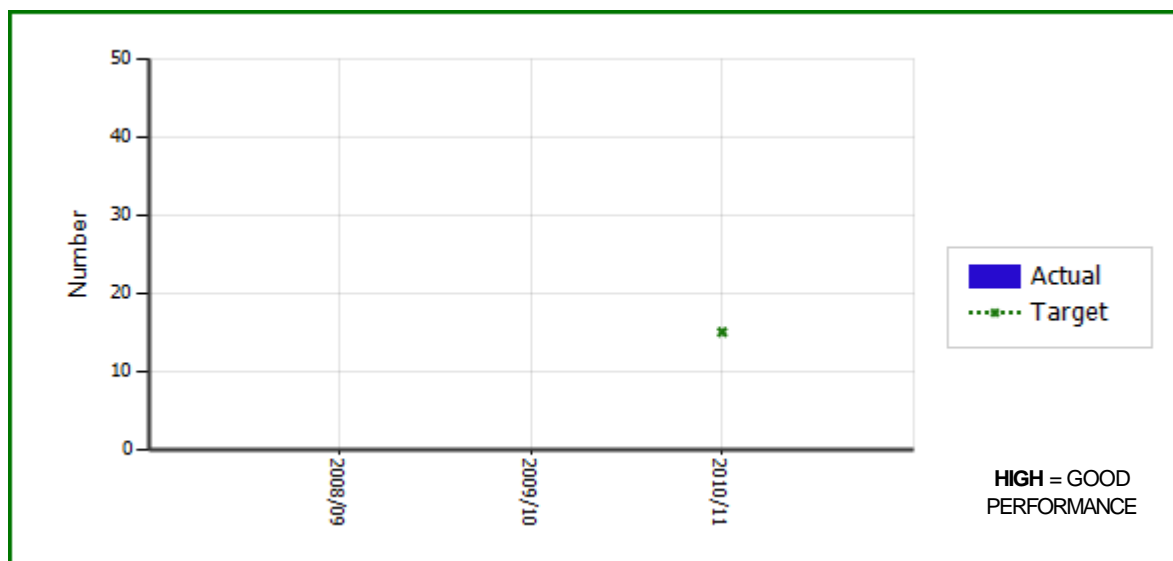


Period	Comment
2010/11	We are waiting for final approval for the Rural Key Fund project to be extended to November 2011.



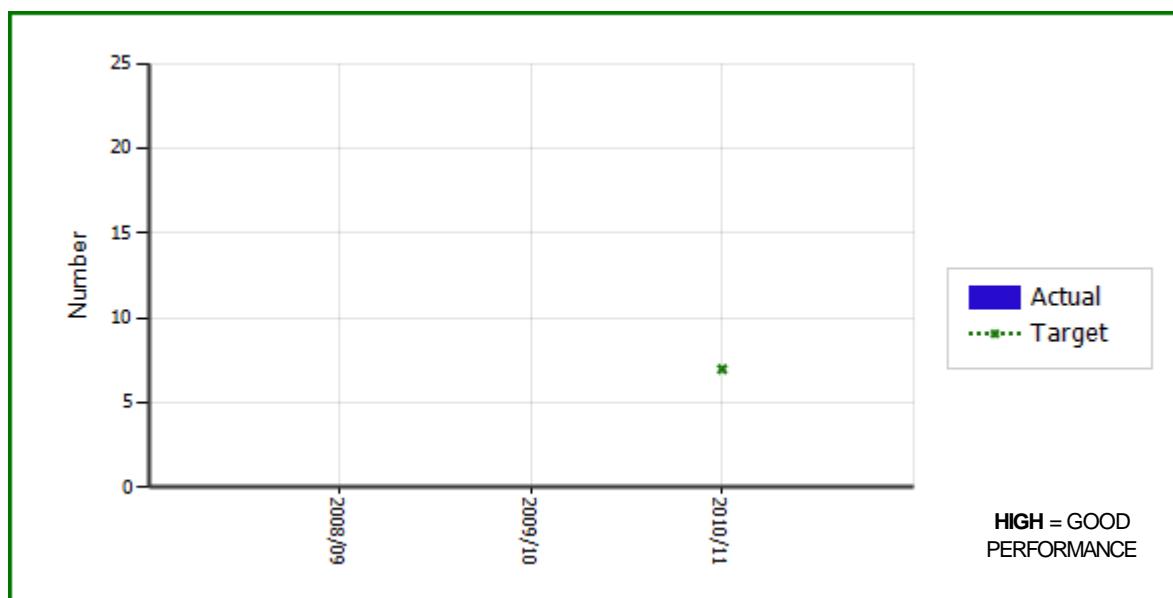
Indicators of Success

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



Period	Comment
2010/11	The indicator has been reprofiled and the target has been reduced from 55 to 29 by 2012. The final figures for financial assistance to micro rural enterprises will not be available until the end of year. Currently 24 micro rural enterprises have received financial assistance. This target includes individuals who have been given advice about setting up a micro enterprise as well as those individuals supported to actually set up a micro enterprise.

Key Indicator - The gross number of jobs created in rural micro businesses

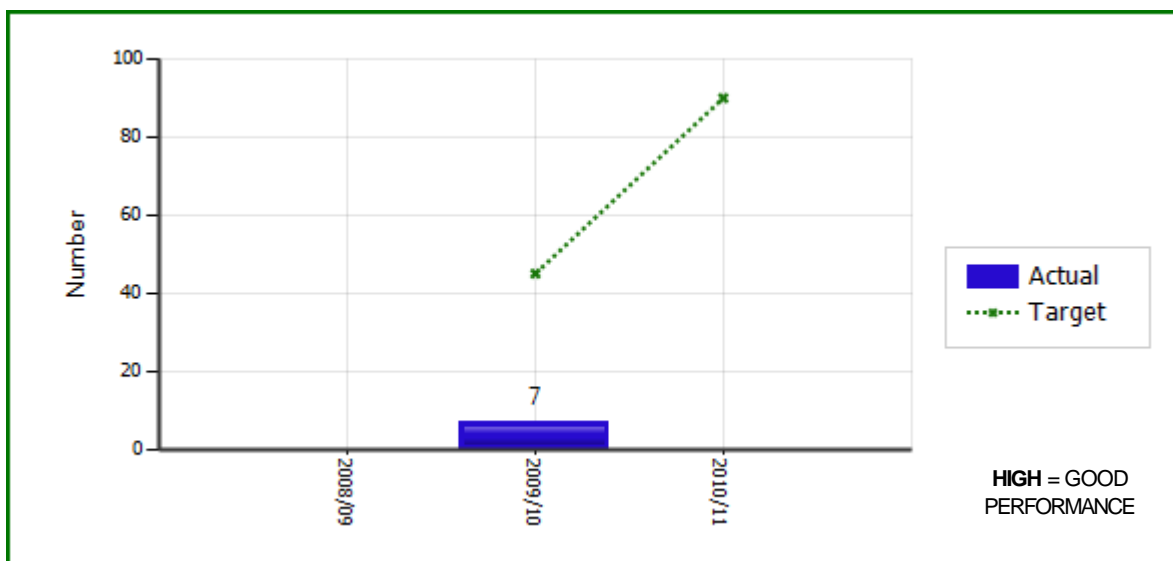


Period	Comment
2010/11	The final figures for number of jobs created in micro rural enterprises will not be available until the end of year return. The indicator has been re-profiled and the target has been reduced from 50 to 13 by 2012. This was due to the original target being set using information 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.



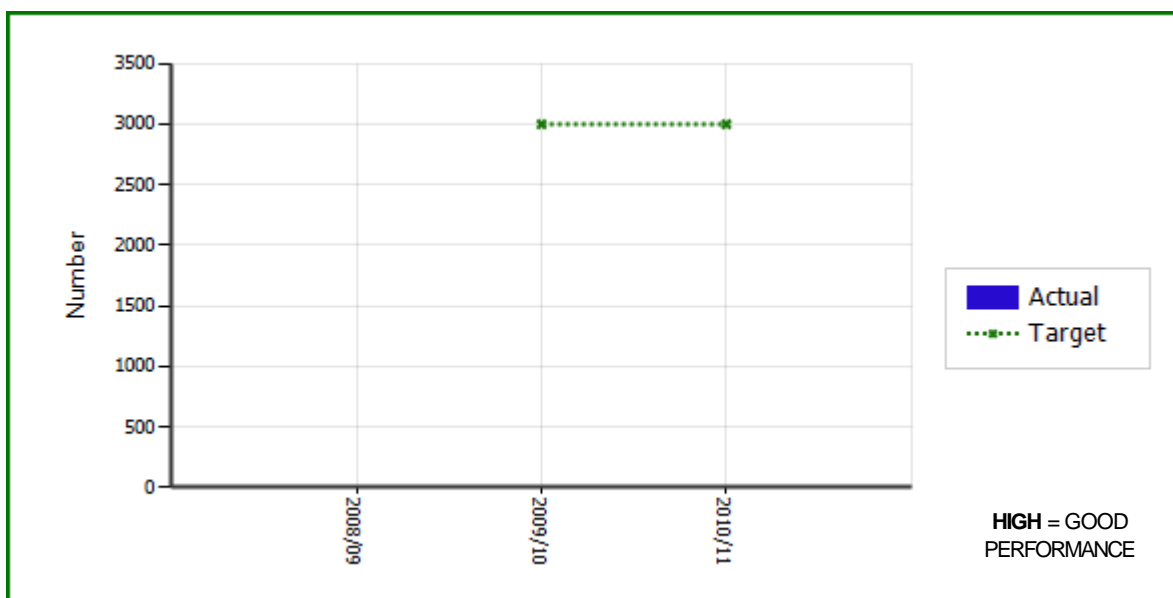
Indicators of Success

Key Indicator - To reduce decline in rural businesses



Period	Comment
2010/11	Reprofiled targets await agreement from WAG. The Outdoor Activities Cluster has reinforced its corporate development offer with embedded videos in the main website and supplementary "bespoke" videos to support each individual business. The activities marketing programme resulted in the first "new business" sale to a participating locally based activity companies. This quarter saw the achievement of the final outstanding project output – all project outputs have now been achieved and evidenced.

Key Indicator - To reduce decline in tourism sectors

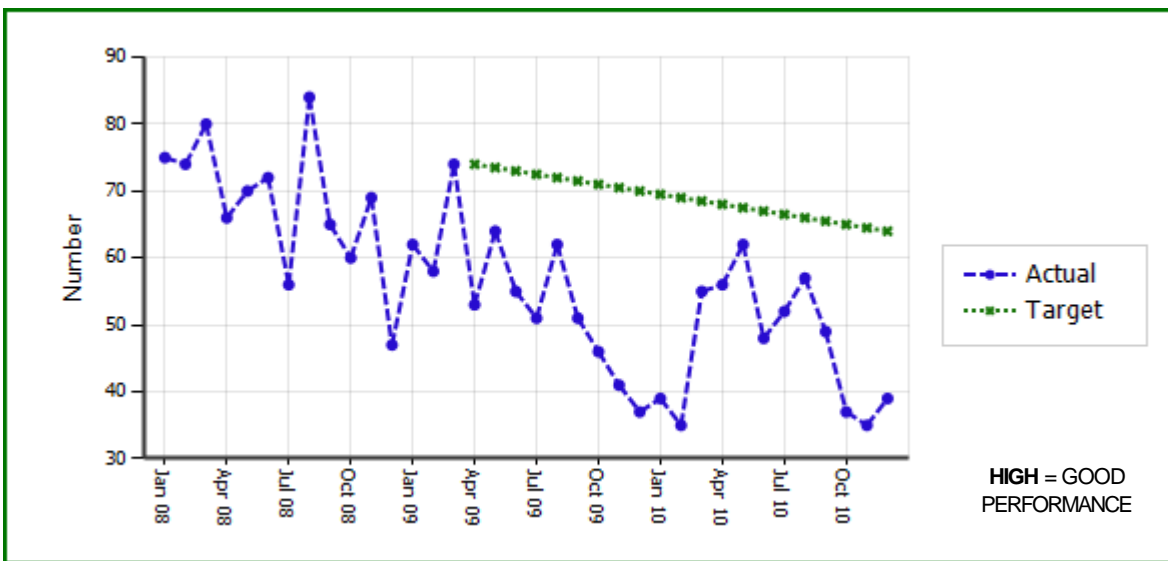


Period	Comment
2010/11	To increase the number of visitors to Denbighshire by 3000 by March 2011. This indicator is taken from the RDP funded Moor to Shore project. The visitor count has not started yet as much of the ground work (improving footpaths, speaking to farmers etc) had to be carried out first 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 Indicator - The incidence of criminal damage in Rhyl

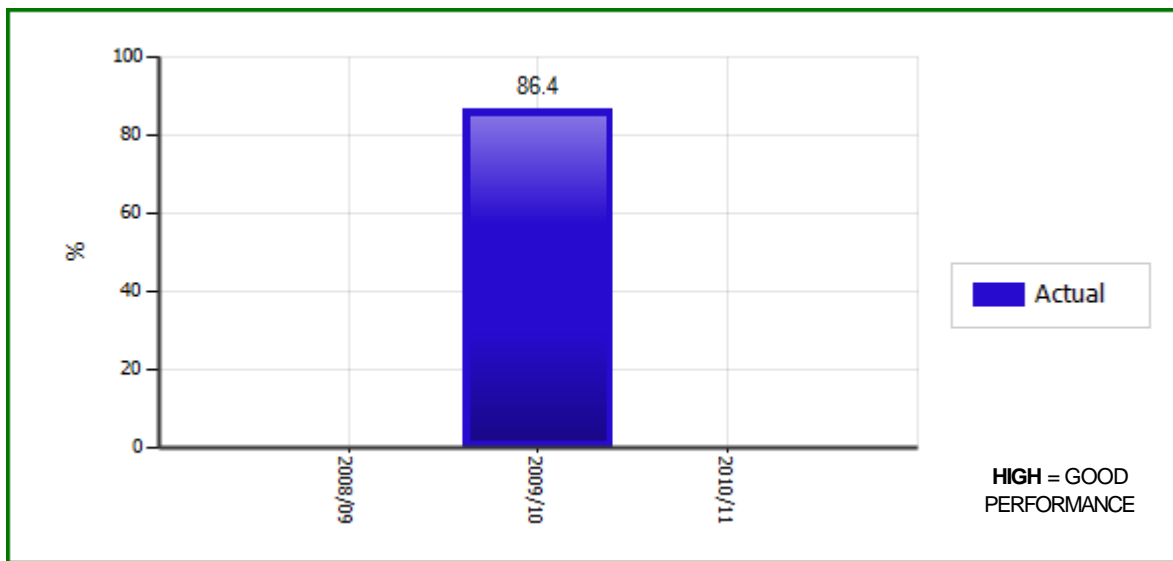


Period	Comment
Dec 10	To date the trend is showing a steady decline in the incidence of criminal damage in Rhyl.



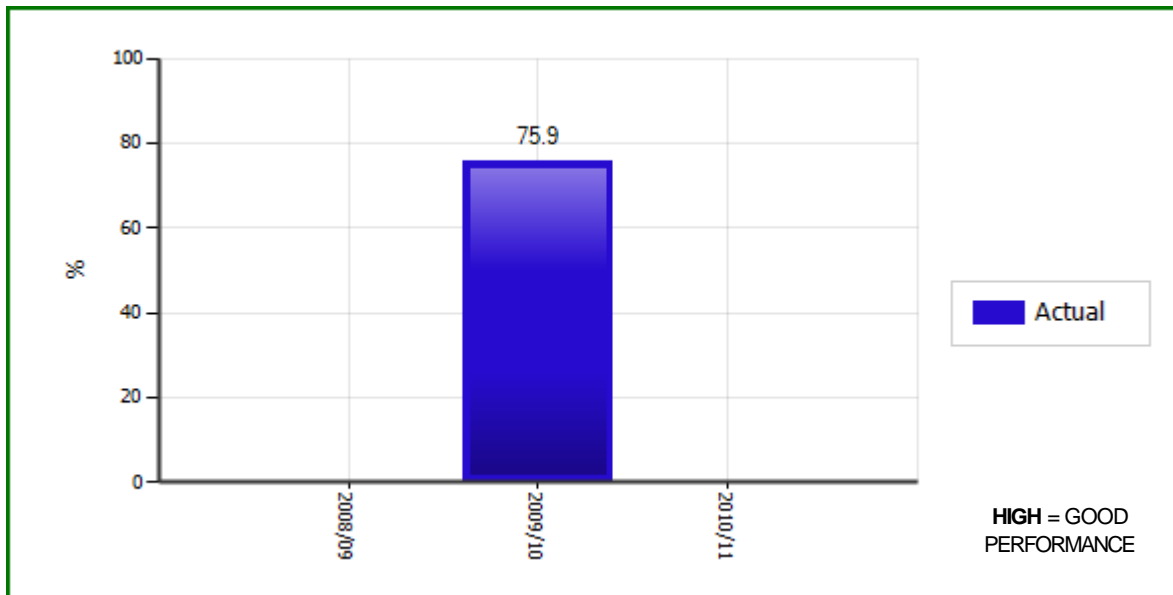
Residents Survey

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
Q3 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.
Q3 10/11	Raising SKILLS levels in the current and future working age population	⊖	Cllr Eryl Williams	All aspects of the project are running smoothly and to target. 1. Rhyl Re-engagement Project: In September 2010 the program began and within its first term remarkable changes have been evident. All 41 students have engaged with their individual program, have attended in excess of 95% and are attaining. The wider school impact has also been remarkable the whole school attendance has increased by 4% when compared to the same period in 2009 and exclusion figures dropped by in excess of 80%.
Q3 10/11	Reduction in poverty through the delivery of additional welfare rights services	⊖	Cllr Eryl Williams	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, 2 & 3 of 2010/11 the: - Anti-Poverty "Rights4Life" project has confirmed £185.7k in income gains to service users. - Welfare Rights Team has raised 153 children and adults above the UK and WAG 60% poverty lines.
Q3 10/11	Shopfront Improvement Scheme	⊖	Cllr David Thomas	Working with 3 vacant retail premises in Ruthin to create momentum by using the windows to give details on their size, use classification and contact details plus details of their location and the advantage of having a business in a market town such as Ruthin. In Denbigh we are working with two charity shops who are struggling to move their goods due to ill designed interiors and poor 'kerb appeal'. In all cases the premises are portraying a negative image in the high streets in both towns .
Q3 10/11	Sustainable housing market in West Rhyl	⊖	Cllr David Thomas	Cabinet have agreed approach. Feedback provided to key stakeholders and Rhyl Elected Members Group. Consultants working on liability options and possible phasing. Officers working on specific strategy on dealing with vacant properties in the area.
Q3 10/11	Town Centres Summit	⊖	Cllr David Thomas	Town plans are to be produced with the Town Councils. Work will start once the restructure of Regeneration is complete.
Q3 10/11	Achieving Economic Regeneration through EU INTERREG projects	⊖	Cllr David Thomas	3 Interreg projects being delivered on time and to budget: WINSSENT, CANTATA II and BRAND
Q3 10/11	Community Grants	⊖	Cllr David Thomas	Community grant claims being received and paid regularly. No issues.
Q3 10/11	Implementing Council funded projects funded through the Rural Development Plan	⊖	Cllr David Thomas	Waiting for approval to extend the Rural Key Fund project in Business Plan I, waiting for written approval and funding agreements for 3 projects to start in Business Plan II
Q3 10/11	North Wales Strategic Regeneration Area	⊖	Cllr David Thomas	The Assembly Government has given an undertaking to provide two further years of substantial amounts of financial support, although the potential for introducing new projects is constrained by commitments to existing projects and a reduction in the net budget.



MODERNISING EDUCATION

Improvement Objective 3

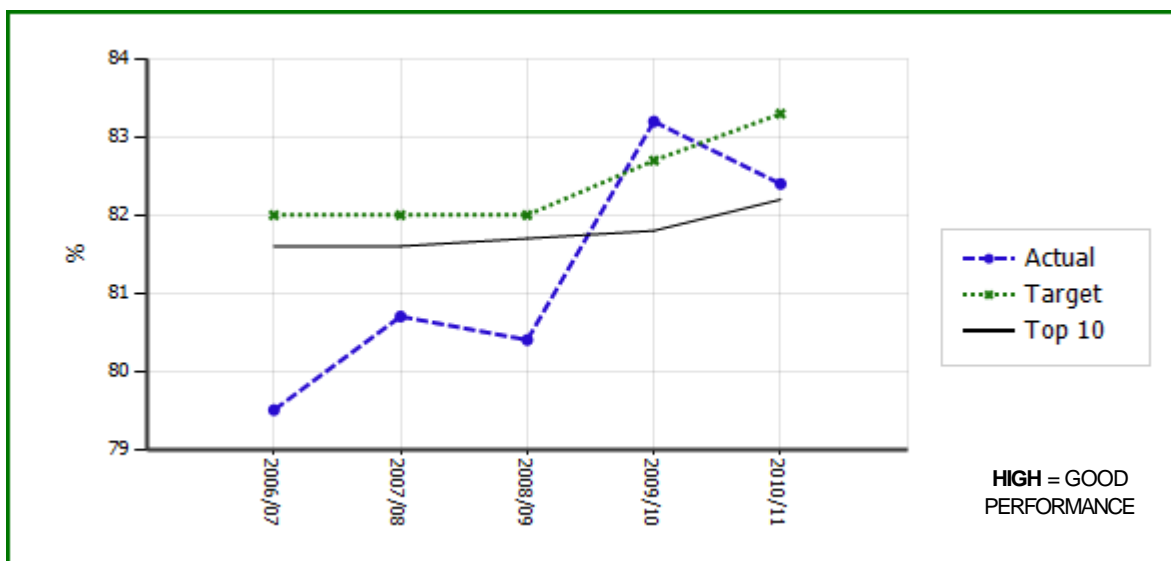
Modernising the education service to achieve a high level of performance across the county

Outcome

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

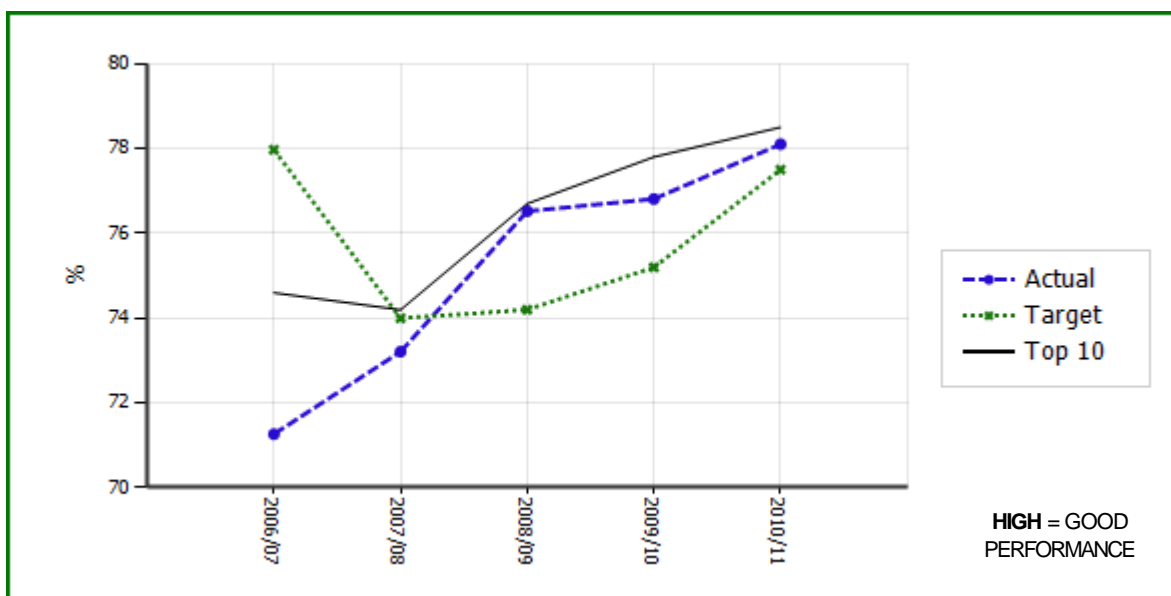
Indicators of Success

Key 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 we remain in the top 10 performing authorities, if only by a small margin. Based on the data available our target for 2011/12 look sensible and should, if achieved, continue to secure a top 10 position for Key Stage 1 performance.

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

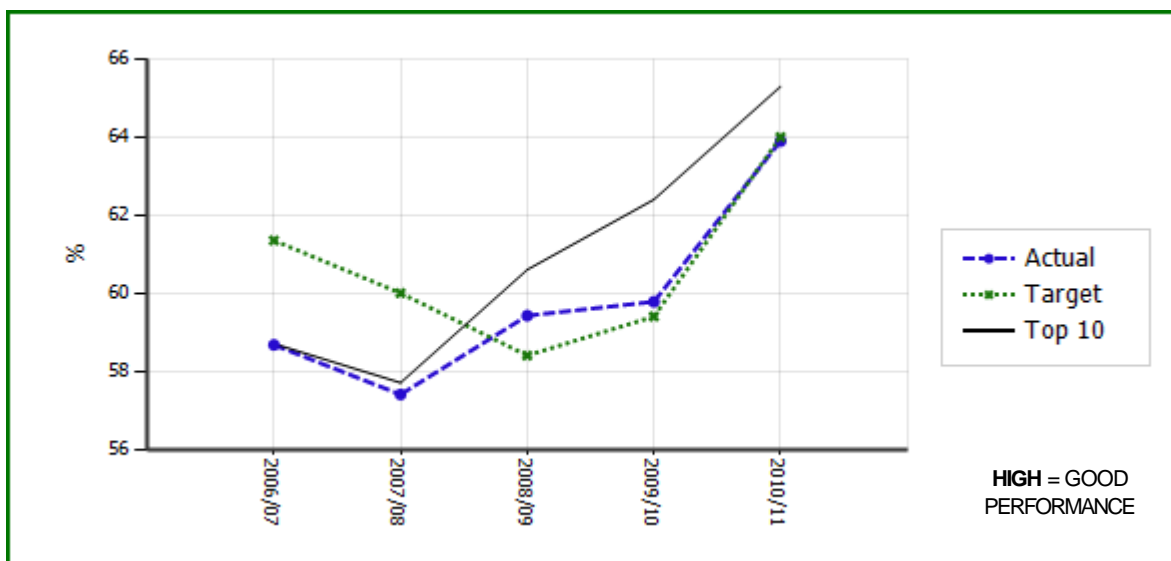


Period	Comment
2010/11	The KS2 national curriculum teacher assessment results for summer 2010 performance in CSI has improved on last year (1.3%). Although this improvement exceeds our target it still does not place us in the top 10 performing authorities. It is anticipated that KS2 performance may be impacted by Foundation Phase learning, but that this was a national problem.



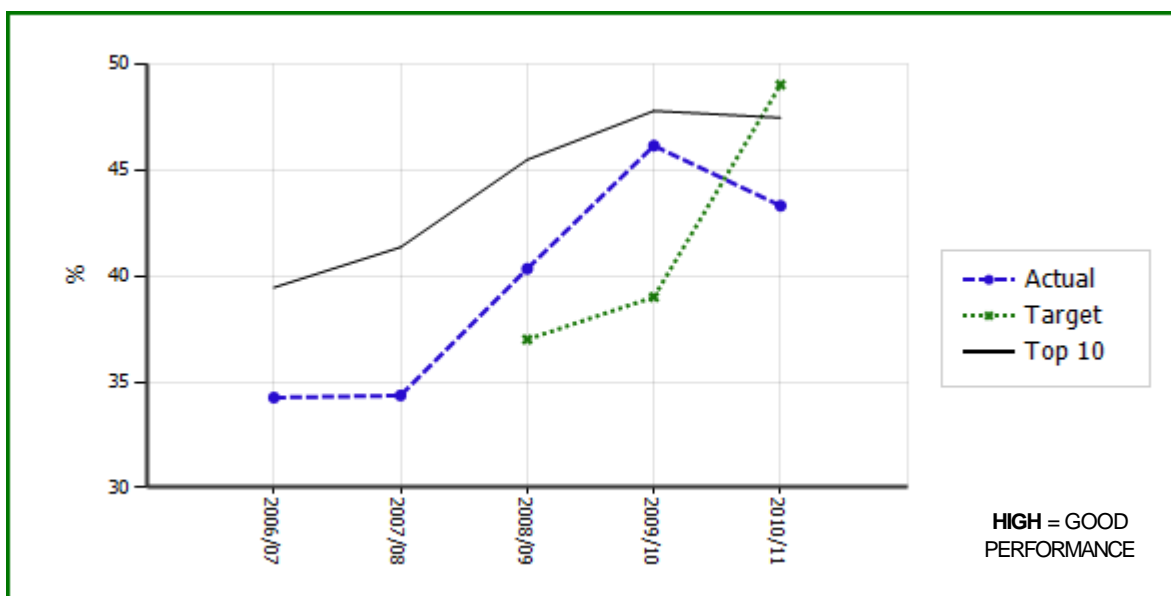
Indicators of Success

Key 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. This improvement has moved us closer to becoming a top 10 performing authority.

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

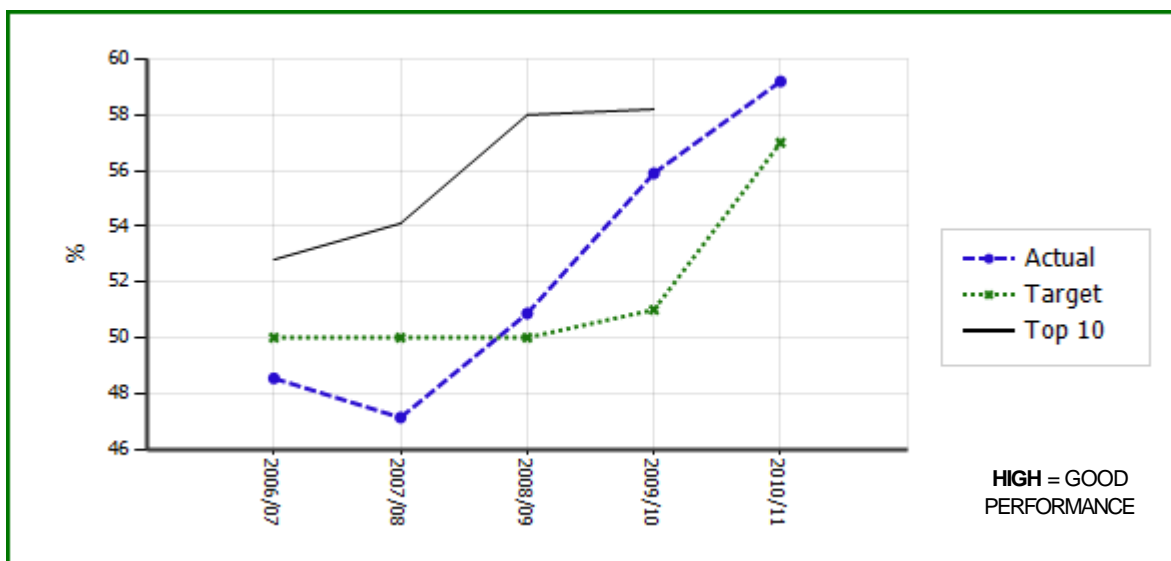


Period	Comment
2010/11	The percentage of pupils in Denbighshire gaining KS4 CSI has decreased from the previous year and fallen short of our target. This has moved us further from our goal of becoming a top 10 performing authority by 2012.



Indicators of Success

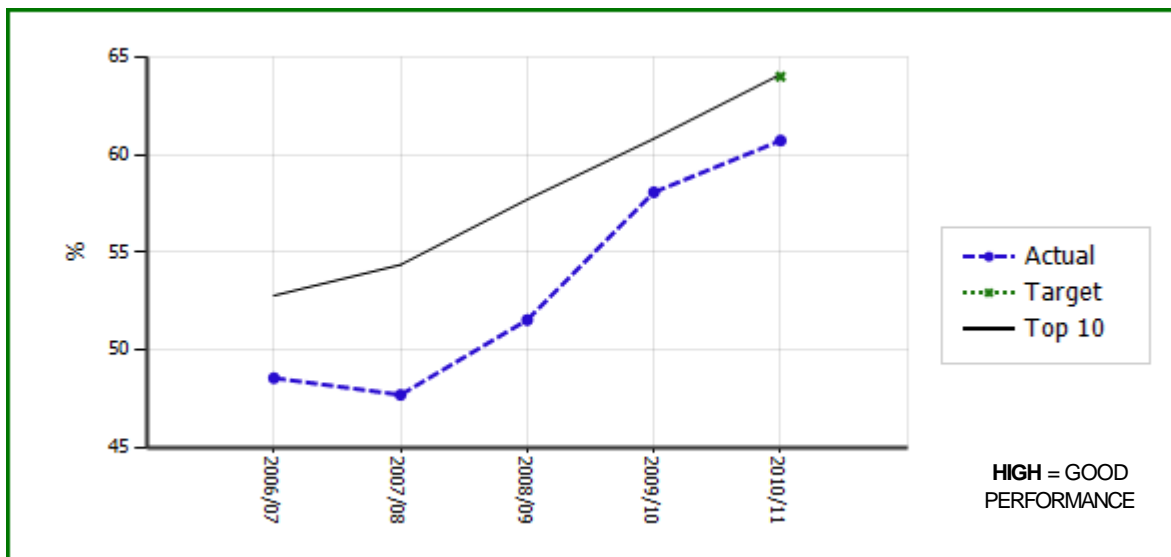
Key Indicator - Raise the percentage of pupils achieving 5A*- C



HIGH = GOOD PERFORMANCE

Period	Comment
2010/11	Our performance continued to improve and it looked like we would have moved into the top 10 however all Wales data was not published for this indicator this year as it has been replaced by the level 2 threshold indicator so no comparison data is available. 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).

Key Indicator - The percentage of pupils achieving level 2 threshold or vocational equivalents



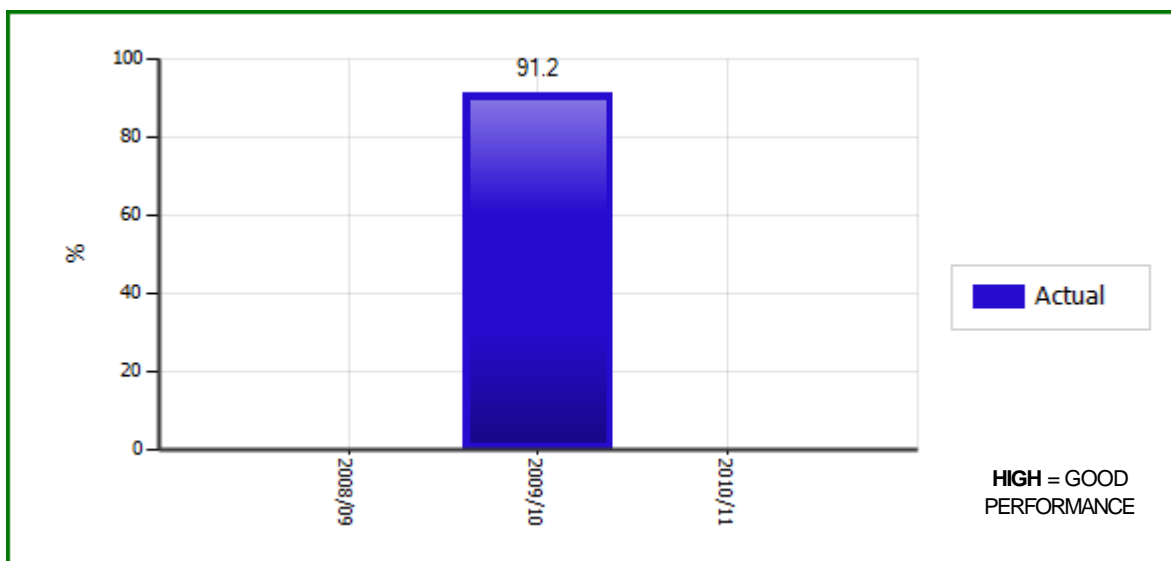
HIGH = GOOD PERFORMANCE

Period	Comment
2010/11	This indicator is proposed to replace the 5A*- C indicator. Based on the available data we have been consistently below top 10 performance. Significant improvements are required in order for Denbighshire to achieve top 10 performance in this indicator.



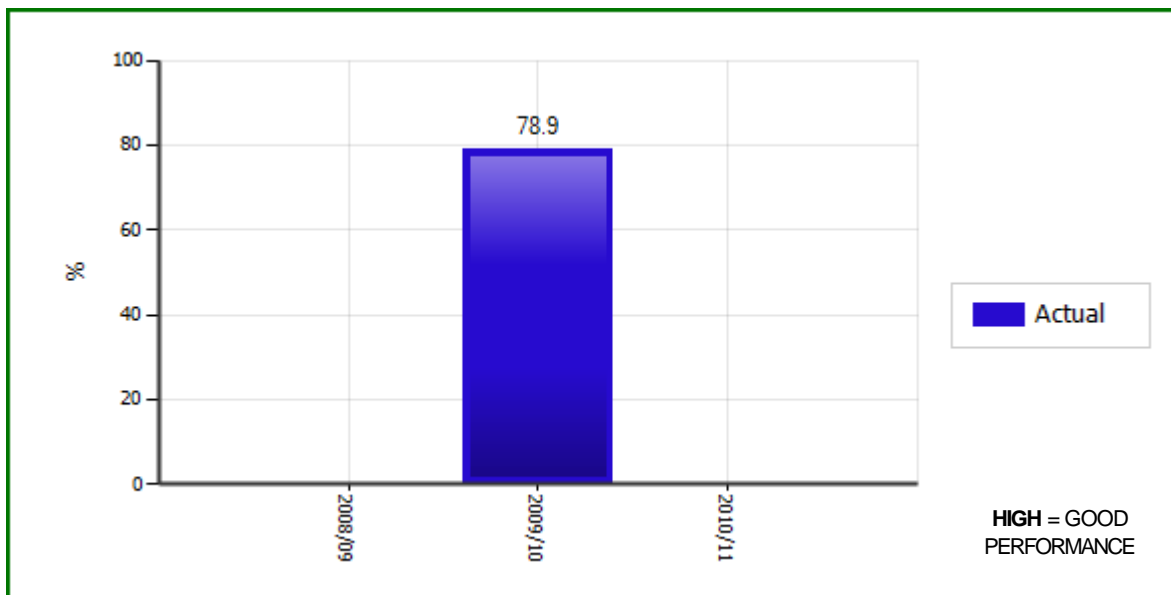
Residents Survey

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)

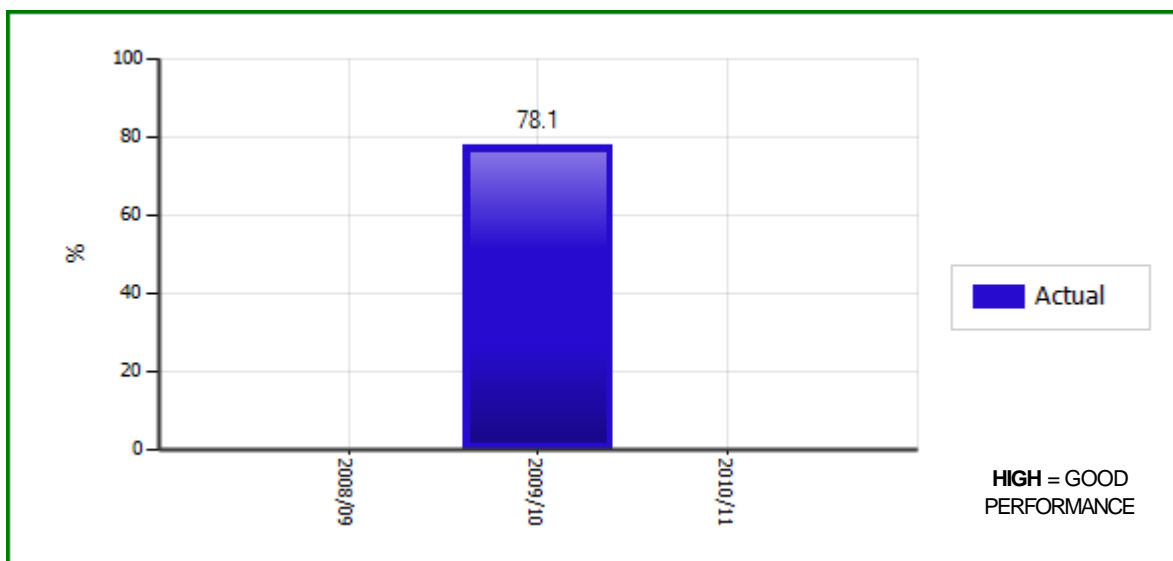


Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.



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
Q3 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.
Q3 10/11	Review non-fair funded services	⬆	Cllr Eryl Williams	Will be completed by Jan 2011.
Q3 10/11	Rhyl High School: New Build (Feasibility)	⬆	Cllr Eryl Williams	Feasibility completed and SOP submitted. Awaiting decision by WAG – expected summer 2011.
Q3 10/11	School Reorganisation and Modernisation	⬇	Cllr Eryl Williams	Prestatyn and Dee Valley East reviews completed, Edeyrnion review commenced. 21st Century Schools Programme submitted to WAG.
Q3 10/11	Support for Improving School Attendance	⬆	Cllr Eryl Williams	A structure for monitoring school attendance is in place. A continuous dialogue between schools and the ESW team takes place in order to ensure that schools receive appropriate levels of support in maintaining and improving upon attendance percentages.
Q3 10/11	Support for School Improvement	⬆	Cllr Eryl Williams	The re-structure is on target for completion. Support for initial re-structuring has been robust and the same of level of support is no longer required e.g. WLGA.
Q3 10/11	Welsh Education Scheme	⬇	Cllr Eryl Williams	Cabinet considered the consultation responses and approved the Welsh Education Scheme on the 30th November 2010 subject to approval from the Welsh Language Board. A letter requesting approval and providing supporting documentation has been sent to the Chief Executive of the Welsh Language Board. The authority is awaiting the Board's response.
Q3 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.
Q3 10/11	Area Review: Dee Valley West (Language Review)	⬇	Cllr Eryl Williams	Cabinet approved the start of the initial consultation on the 26 October 2010 and the initial consultation commenced on the 08 November 2010. Consultation meetings have taken place with governors, staff and parents and the local community. A series of 5 workshops are to be held during February 2011. The consultation period has been extended to the 04 March 2011 as consultation meetings had to be postponed due to adverse weather conditions in November/December 2010.
Q3 10/11	Area Review: Prestatyn	⬇	Cllr Eryl Williams	Statutory Notices were published on the 10 November 2010 following Cabinet approval. The Statutory Notice period for the amalgamation of Bodnant Infants and Bodnant Junior schools and the proposed expansion of Ysgol Y Llys finished on the 10 January 2011. No objections were received. The Chief Executive will now determine the decision using delegated powers.
Q3 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

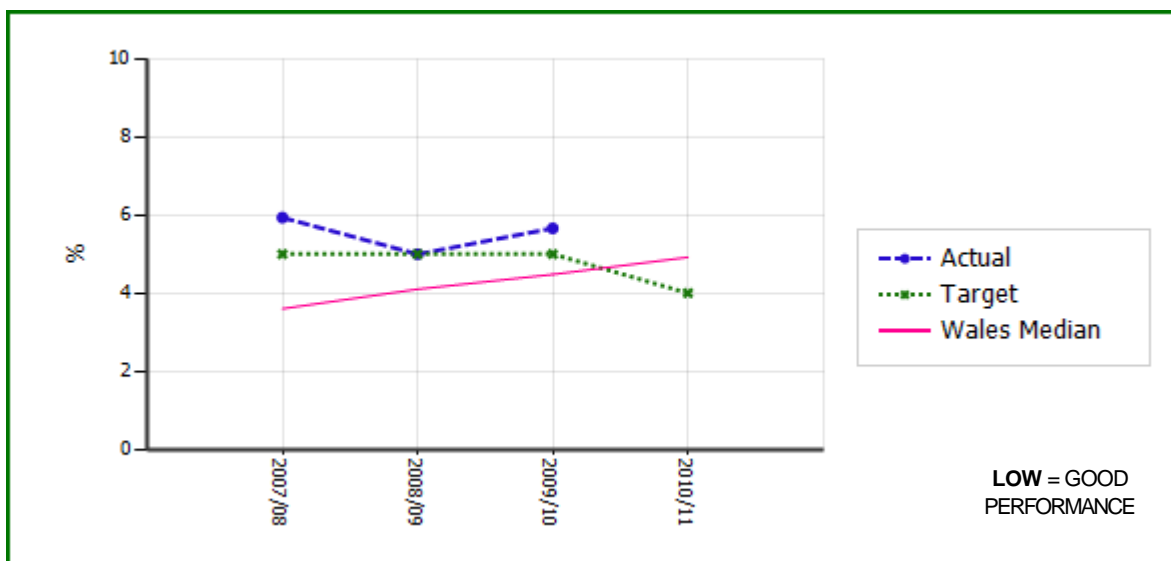
Outcomes

Roads are of a high standard

Properties have a reduced risk of flooding

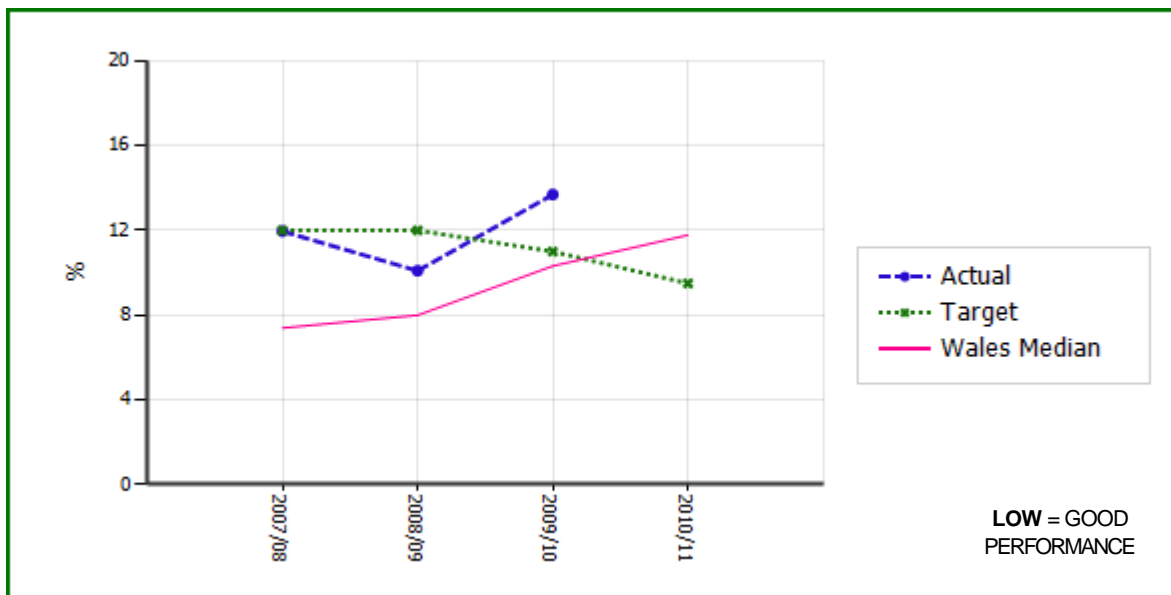
Indicators of Success

Key Indicator - The percentage of Principal (A) roads that are in overall poor condition (2012 Indicator THS011a)



Period	Comment
2010/11	The general Wales median trend for road conditions has always shown a negative decline in condition. Last year our road improvement work was not helped by the adverse weather over the winter period. This year we have had similar weather conditions over winter and this presents a risk to the overall improvement to the condition of our roads. It is hoped that the work we are carrying out is sufficient to arrest the decline but the final condition will not be known until the end of the year.

Key Indicator - The percentage of Non-principal/classified roads that are in overall poor condition (old performance indicator THS010b - deleted as of 2010/11)

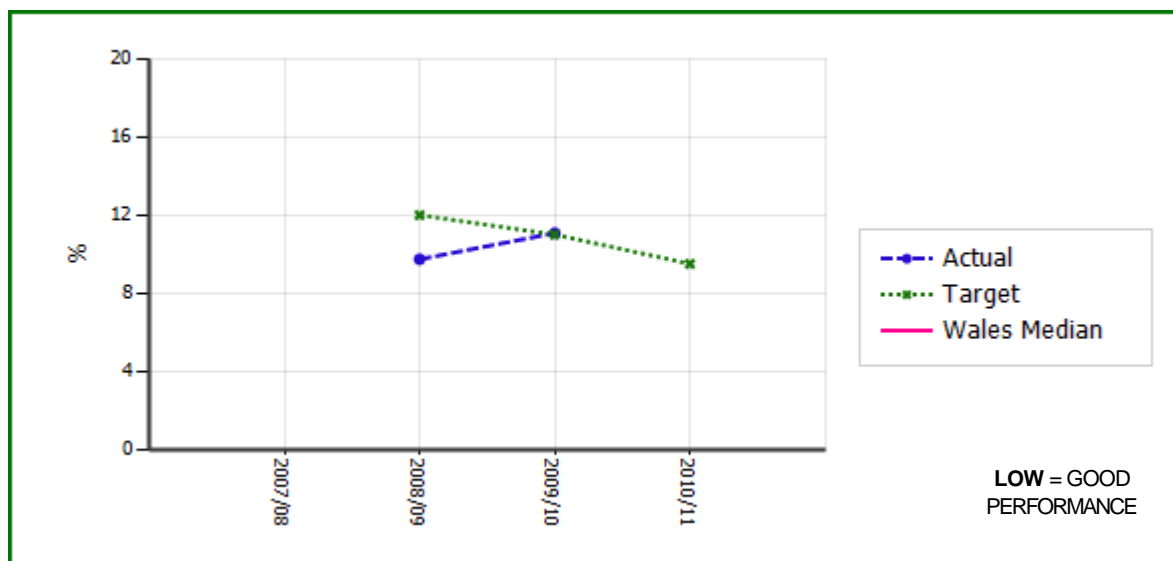


Period	Comment
2010/11	This indicator has now been deleted from the National Performance Measurement Framework 2010/11. It has been replaced by THS011b and THS011c. We have included in the Improvement Objective THS011b.



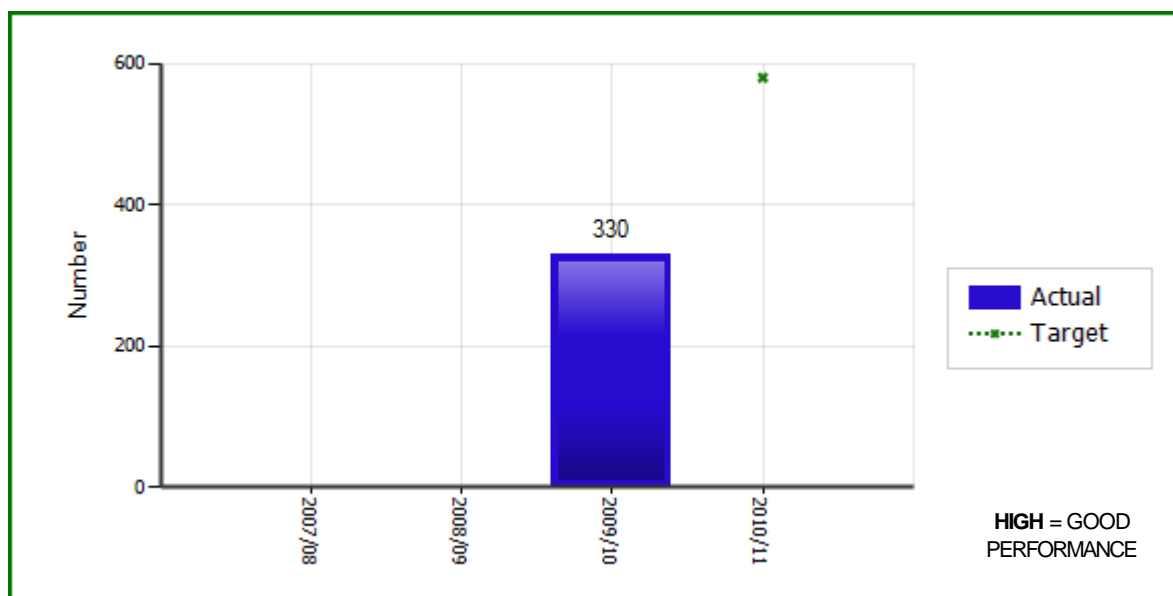
Indicators of Success

Key Indicator - The percentage of non-principal/classified (B) roads that are in overall poor condition (**2012 Indicator THS011b**)



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. We can however assume that the general trend for Wales will be similar to the THS011a and THS010b indicators.

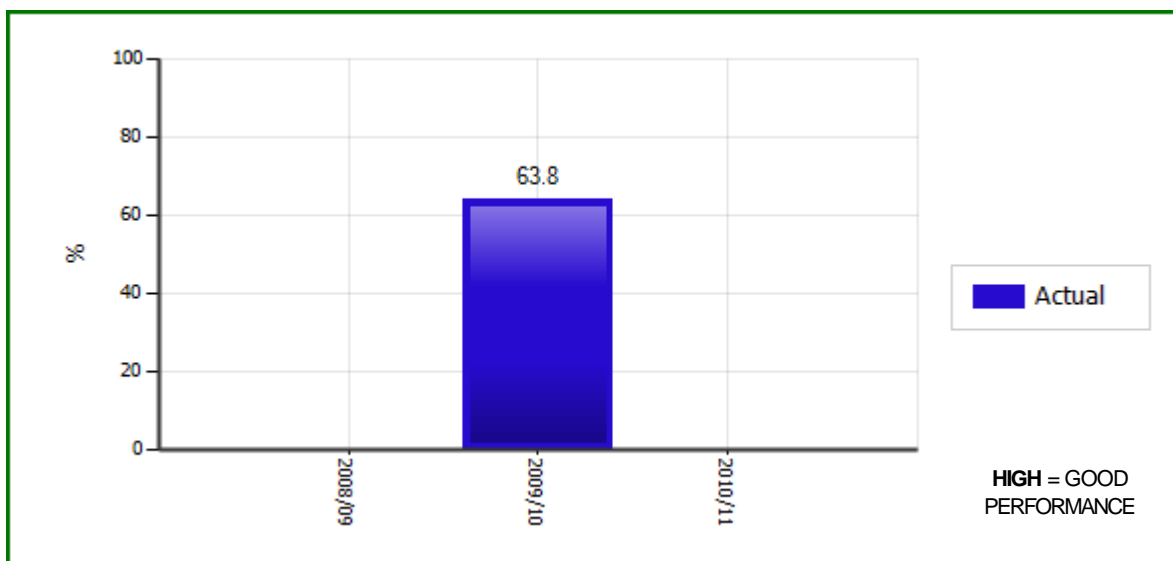
Key Indicator - The number of properties with a reduced risk of flooding as a result of programmed work



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.

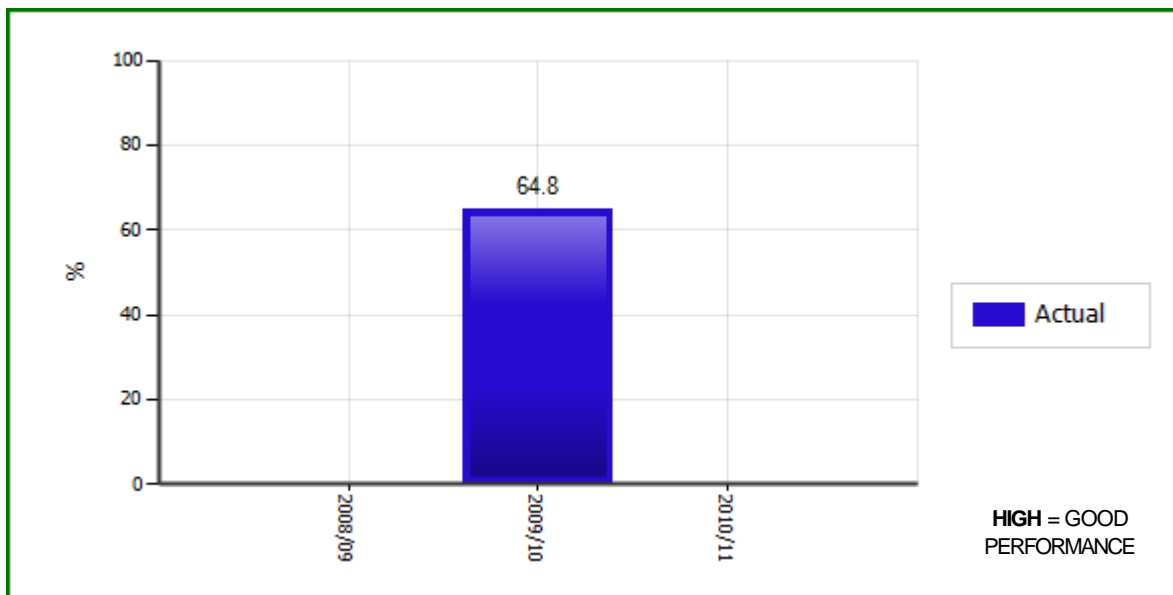
Residents Survey

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)

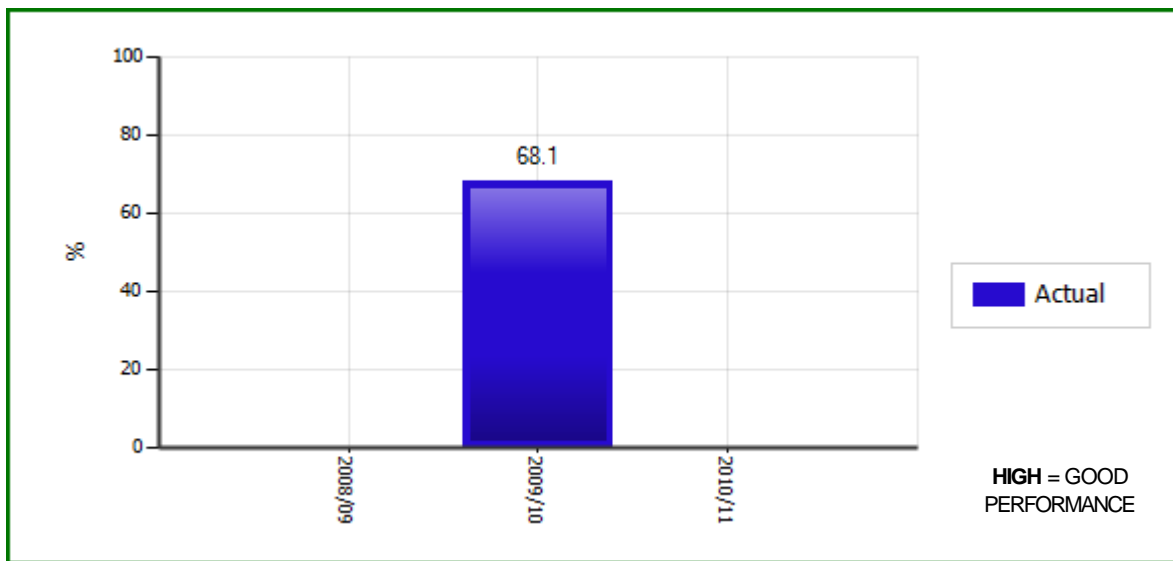


Period	Comment
2010/11	The Residents Survey is carried out once every two years. The next survey will take place in 2011/12.



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
Q3 10/11	Flood Defence Scheme: Dyserth		Cllr Sharon Frobisher	Future aspiration
Q3 10/11	Flood Defence Scheme: Llanbedr Dyffryn		Cllr Sharon Frobisher	Future aspiration
Q3 10/11	Highways Asset Management: Implementation of symology as a complete Highway Asset Management software package	⊖	Cllr Sharon Frobisher	Project Team being established to implement new maintenance network and develop automated inspection regime. Data sets sent to Symology for input.
Q3 10/11	Flood Defence Scheme: Corwen	⊖	Cllr Sharon Frobisher	Awaiting WAG approval for design and development costs.
Q3 10/11	Flood Defence Scheme: Denbigh	⊖	Cllr Sharon Frobisher	On Works ongoing and on target.
Q3 10/11	Develop Gully Emptying Programme of Work	⊖	Cllr Sharon Frobisher	Completed.
Q3 10/11	Purchase of Jet Patcher	⊖	Cllr Sharon Frobisher	Completed.
Q3 10/11	Review Council's Gully Emptying Policy and Equipment	⊖	Cllr Sharon Frobisher	Completed.
Q3 10/11	Roads and Highways Capital Maintenance Programme	⊖	Cllr Sharon Frobisher	2010/11 Programme will be completed by March 2011 and the 2011/12 programme is currently being formulated as part of a Capital Bid.
Q3 10/11	Flood Defence Scheme: Llangollen	⊖	Cllr Sharon Frobisher	Completed.
Q3 10/11	Flood Defence Scheme: West Rhyl	⊖	Cllr Sharon Frobisher	We have recieved confirmation of grant funding for the first 2 phases of the scheme. WAG have confirmed 100% grant funding. Everything is in place to appoint the Contractor and we have instructed legal to issue a letter of intent. Contract award anticipated February 2011.



IMPROVING THE COUNCIL

Improvement Objective 5

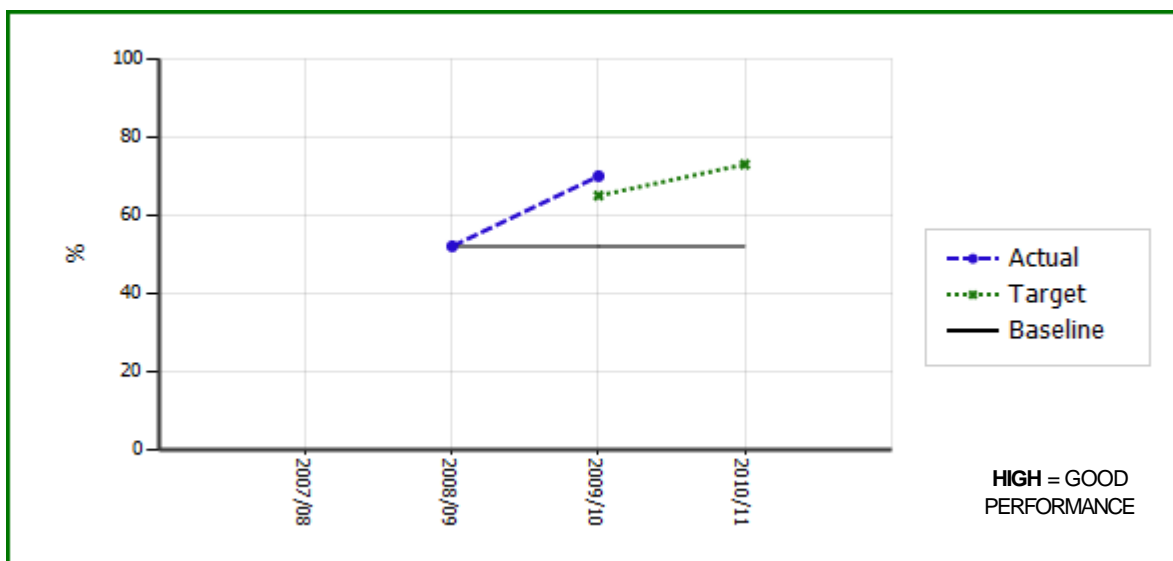
Improving the way the council works

Outcome

The council is high performing and close to the community

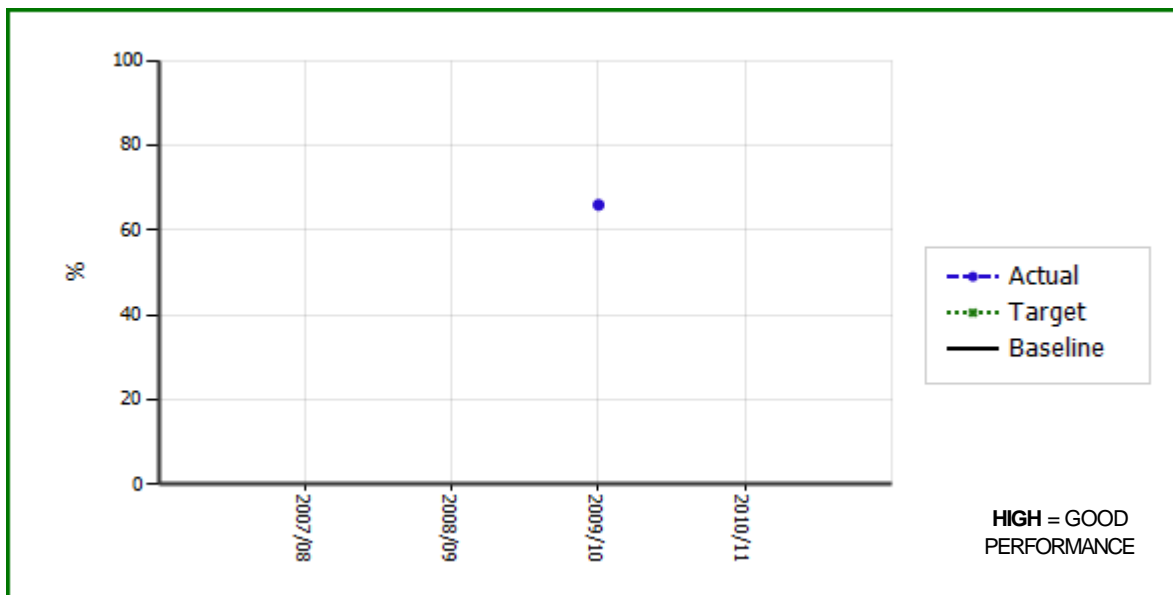
Indicators of Success

Key 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 Indicator - The percentage of priority outcome measures on target

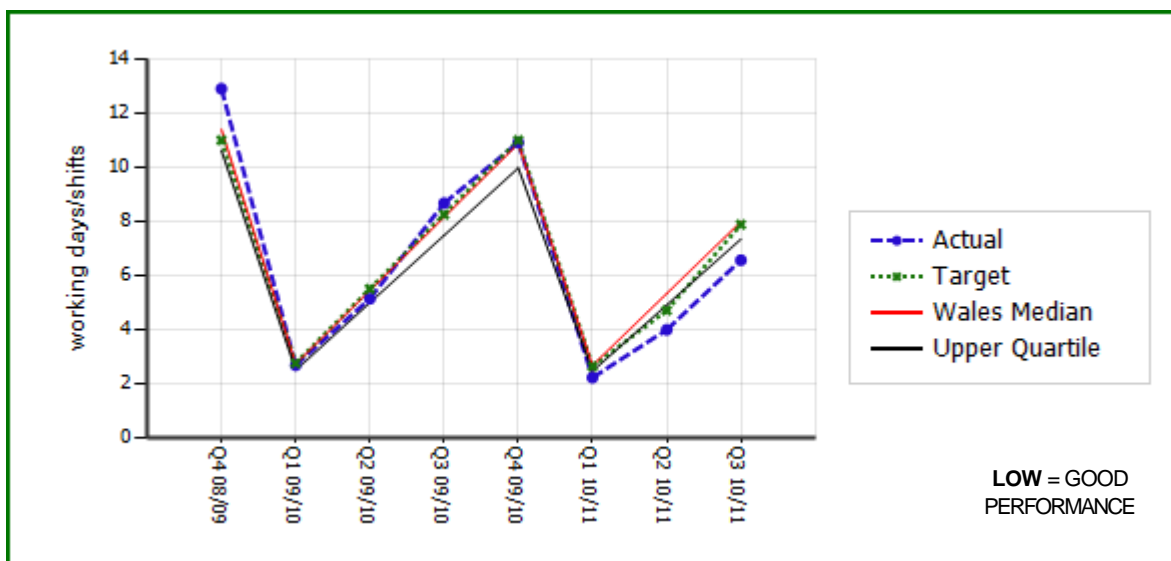


Period	Comment
2010/11	In 2009/10 we were able to establish a baseline to our performance. We will only be able to provide the data for 2010/11 at the end of the year (March 2011) once all other outcome measure data becomes available.



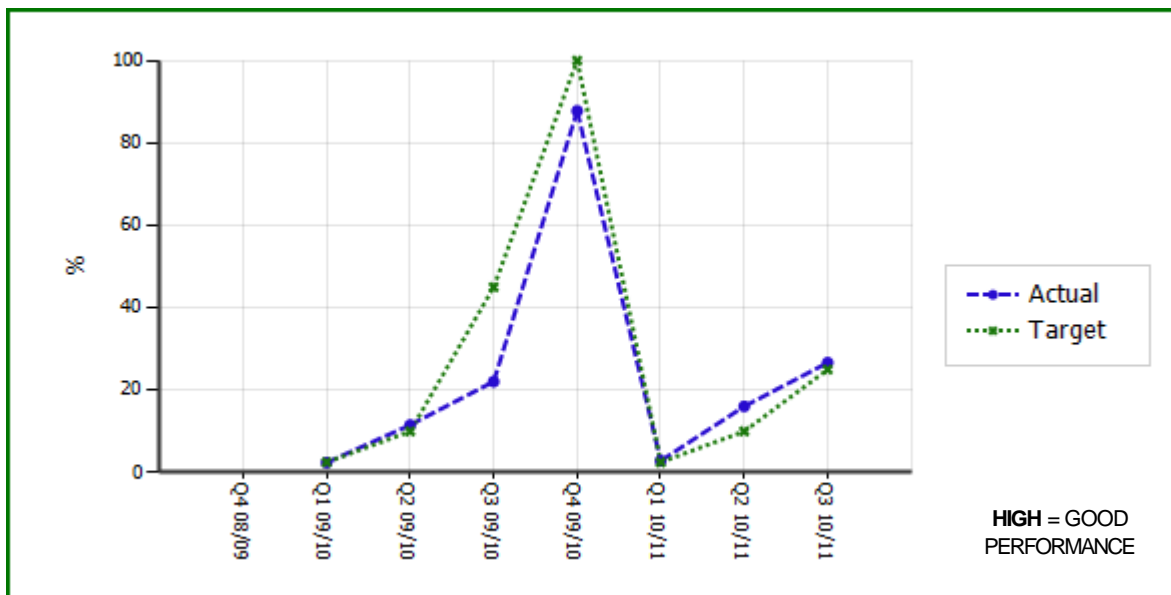
Indicators of Success

Key Indicator - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence (**2012 Indicator CHR002**)



Period	Comment
Q3 10/11	Attendance has continued to improve in Q3 and currently sits within the upper quartile and well above the Wales Median. This is a considerable improvement on last year. Much work has been undertaken by both HR and managers to ensure that absence management is a priority within both the service and the council as a whole.

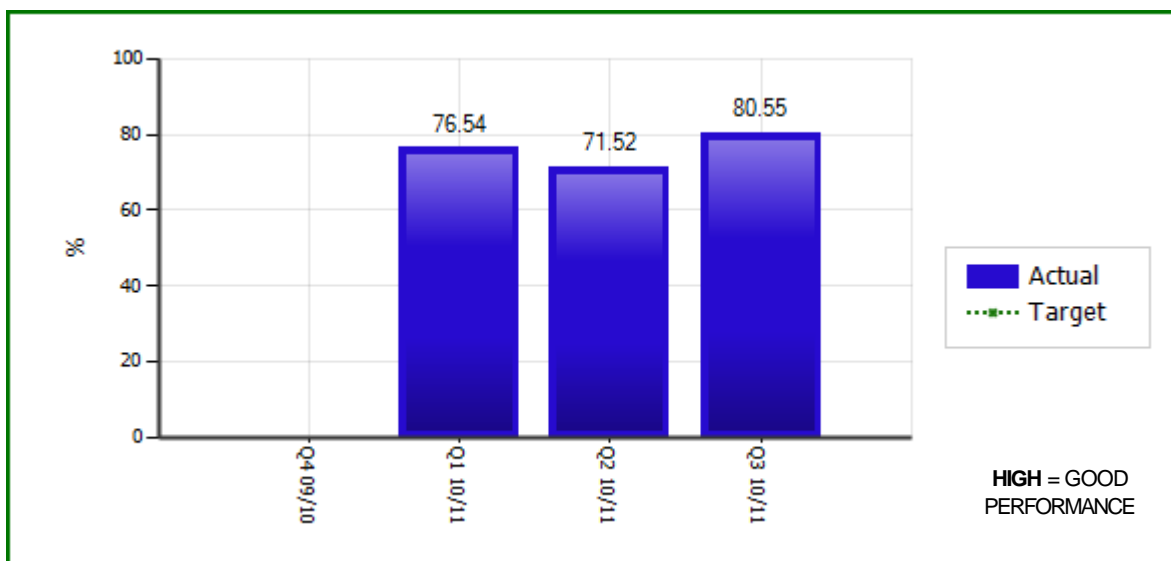
Key Indicator - The percentage of eligible staff who have had a performance appraisal



Period	Comment
Q3 10/11	The completion rate of performance appraisals is slightly above target for Q3 and last years Q3 performance. We expect that the completion rate will improve on last year.

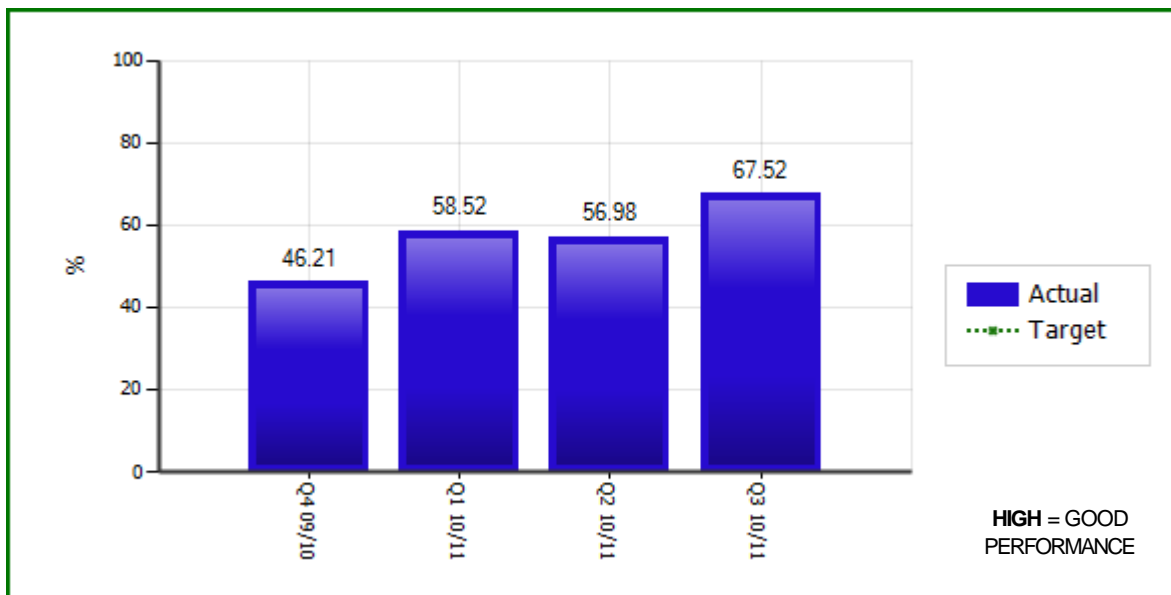
Indicators of Success

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



Period	Comment
Q3 10/11	116 complaints of a total of 144 were completed within timescales.

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

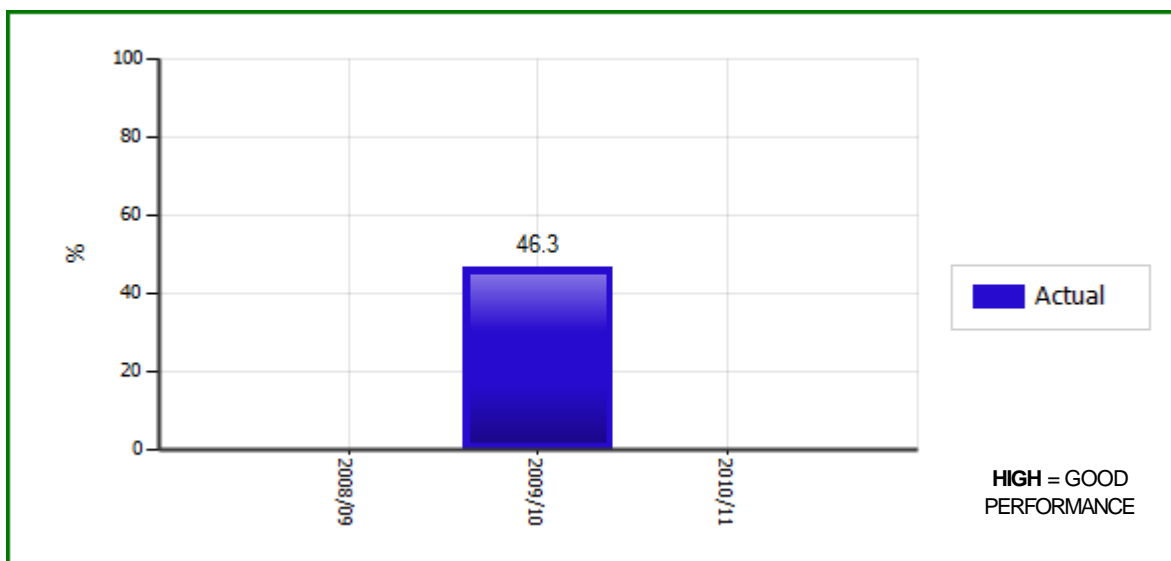


Period	Comment
Q3 10/11	106 FOI requests of a total of 157 were responded to within timescales.



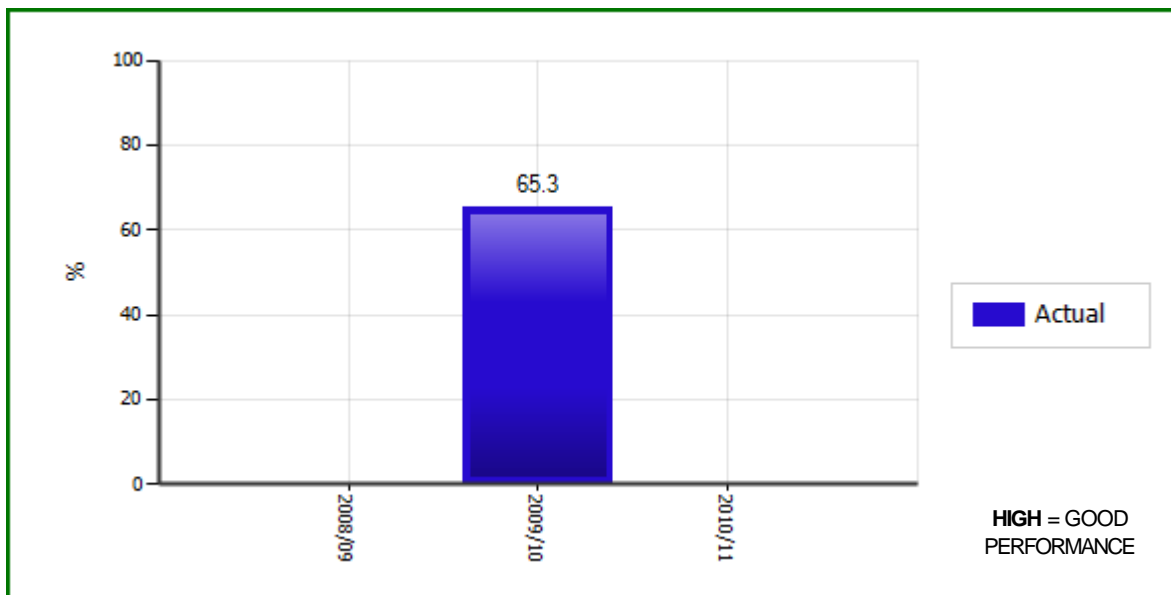
Residents Survey

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
Q3 10/11	Change Programme: Procurement	⊖	Cllr Paul Marfleet	Multiple regional and national procurement projects have meant the original change programme is no longer valid. Alternatives under consideration.
Q3 10/11	Conduct a Review of Democratic Arrangements	⊖	Cllr Hugh H Evans	The new proposed scrutiny structure will go to Full Council on 08 FEB 11. Training on new scrutiny will be delivered once the scrutiny paper has been to Full Council.
Q3 10/11	Asset Challenge Process (critical review of the council's stock of assets)	⊕	Cllr Paul Marfleet	A report has been presented to CET and is going to Cabinet for approval January 2011
Q3 10/11	Change Programme: Corporate ICT and Information Management	⊖	Cllr Paul Marfleet	ICT Review in Implementation stage. Staff consultation on ICT restructure completed Dec 2010. IM Review - completed pilot audits, self assessment and business case for making Record Store electronic. Work being progressed from Jan 2011 by Internal Audit for 12 months to co-ordinate next steps.
Q3 10/11	Change Programme: Democratic Services	⊕	Cllr Paul Marfleet	The new Democratic Services and Member Support & Development sections have been established. Progress with new work will not be made until admin resources currently utilised by Legal Services are available for the new services.
Q3 10/11	Change Programme: Finance	⊖	Cllr Paul Marfleet	Due to report in March.
Q3 10/11	Change Programme: HR and Health & Safety	⊖	Cllr Paul Marfleet	H & S review has been completed and implemented.
Q3 10/11	Change Programme: Legal Services	⊖		Final report delivered to Corporate Director in October 2010 and considered by CET and SLT in December 2010. Proposed stage 1 implementation by 1 April 2011. Proposed stage 2 new model designed by 30 July 2011 for implementation on 1 April 2012
Q3 10/11	Develop a 4 Year Efficiency Programme	⊖	Cllr Julian Thompson-Hill	The efficiency programme was taken to informal council in December 2010.
Q3 10/11	Develop a Programme of Service Challenge events	⊖	Cllr Julian Thompson-Hill	The service challenge events have been completed.
Q3 10/11	Change Programme: Property Services	⊖	Cllr Paul Marfleet	Formal consultation of the Property Review completed and implementation of report recommendations approved. Currently in process of implementing recommendations with a target completion date of end of March 2011.
Q3 10/11	Agree and Publish our Medium Term Financial Plan 2010 - 2013	⊖	Cllr Julian Thompson-Hill	MFTP being developed. Will be completed early in the new year. (Once Service Challenges have finished and WAG settlement is published.)

Improvement Activity continued

Period	Title	RAG	Lead Member	Comment
Q3 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.
Q3 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. Partnership Structures paper prepared by AS presented at LSB Oct 20th. North Wales Partnership Review, conducted by NW Police, has been published and will be discussed by LSB and strategic partnership Boards in January 2011. LSB will be meeting for a BIG Plan workshop in quarter 4 to discuss and agree BIG Plan and also to consider governance/delivery arrangements
Q3 10/11	Deliver participatory budgeting	⊖		Several P.B. projects have been delivered by part funding through the LSB. No further funding identified.
Q3 10/11	Deliver regular surveys via Citizen's Panel	⊖		LSB made decision 20/10/10 to discontinue Citizen Panel.
Q3 10/11	Develop a Partnership Governance Framework	⬇	Cllr Hugh H Evans	North Wales Partnership Review has been published and will be consulted upon. Decisions about the Review will be extremely pertinent to development of Partnership Governance Framework and delivery structure. LSB will be meeting for a BIG Plan workshop in quarter 4 to discuss and agree BIG Plan and also to consider governance/delivery arrangements.
Q3 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. BIG Plan engagement activities have been very successful and, to date, we have received 285 feedback responses from the public.
Q3 10/11	Developing the role of Area Elected Member Groups	⊖	Cllr David Thomas	A steer for producing the town plans has been received from CET. Denbigh has been chosen as a pilot and Denbigh Town Council are on board. A report for final approval of the methodology for producing the town plans will go to Cabinet in February.
Q3 10/11	Integrated Community Strategy	⊖	Cllr Hugh H Evans	First draft was published for consultation in November 2010. A series of consultation and engagement events have taken place with communities and Partners. Version 2 of the BIG Plan to be presented to LSB on 12 January 2011, and further engagement and consultation planned to agree final version. LSB will be meeting for a BIG Plan workshop in quarter 4 to discuss and agree BIG Plan and also to consider governance/delivery arrangements.
Q3 10/11	Conduct a Review of the Effectiveness of Community Forums	⊖		Report went to LSB in December seeking views on their success / ways to improve attendance etc.
Q3 10/11	Producing a Community Engagement Strategy	⊖		Continuous consultation/engagement taking place and responses logged on working documents store. Engagement & Consultation Manager with support of Engagement Task & Finish group, is developing a dynamic community engagement strategy.
Q3 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 was also used in the BIG Plan needs assessment.

Improvement Activity continued

Period	Title	RAG	Lead Member	Comment
Q3 10/11	Implement Highways and Infrastructure Collaboration	⊖	Cllr Hugh H Evans	During December additional resources have been identified by CCBC and DCC for project management. Those resources have already proved invaluable in moving Passenger Transport and Parking forward. It is envisaged that additional support will be targeted to the Maintenance Team collaboration project during January.
Q3 10/11	Implement Planning and Public Protection Collaboration	⊖	Cllr Hugh H Evans	Proposed budget savings agreed at Cabinet. Consultation with staff is on going. Discussions regarding EVR with certain staff is progressing. Collaboration in DC ('Built') has started in some areas and the Community Safety Enforcement Teams are moving from the 6 month trial into full implementation. A new Collaboration Officers Group and new Collaboration Members Board for collaboration between DCC and CCBC have been established and we have reported progress to the Group and the Board.
Q3 10/11	Implementation of the Ffynnon performance management system for Corporate and Service Business Plans	⊖	Cllr Hugh H Evans	The 2012 Dashboards and Corporate Plan Dashboards are complete (updated after Cabinet comments). All service frameworks are being updated except PPP where initial planning is taking place over a collaborative framework with Conwy. Future training for the team has been planned for beginning of February.
Q3 10/11	Improvement Agreements	⊖	Cllr Hugh H Evans	100% of Improvement Agreement Grant received from WAG
Q3 10/11	Develop a Programme of Service Performance Reviews	⊖	Cllr Hugh H Evans	The mid year Service Performance Reviews taken place during November/December as planned. A report detailing the key findings has been presented to CET.
Q3 10/11	Develop a Simplified Board Structure	⊖	Cllr Hugh H Evans	The new simplified board structure has been developed.
Q3 10/11	Develop a system of integrating Equalities into Business Planning	⊖	Cllr Hugh H Evans	Consultation on equality risk triggers needs to take place during Feb & Mar 2011
Q3 10/11	Develop and maintain Corporate Project Database	⬆	Cllr Hugh H Evans	Project Register in place and populated with project information. First Reports to be run at end of Jan 2011. Some issues with lack of data for a significant proportion of projects which indicates that these projects are not following the corporate methodology.
Q3 10/11	Develop Joint Business Planning with Conwy County Borough Council	⊖	Cllr Hugh H Evans	Joint template for service business plans agreed by Conwy & DCC. Good progress being made in terms of developing joint service plans for Highways & Infrastructure and Planning & Public Protection. Further work relates to joint Ffynnon frameworks for collaborative services and arranging joint service performance reviews.
Q3 10/11	Establish a Business Transformation Board	⊖	Cllr Hugh H Evans	The board has been established.
Q3 10/11	Establish a People and Place Board	⊖	Cllr Hugh H Evans	The board has been established.
Q3 10/11	Establish the Programme and Project Support Team as a "Programme Office"	⊖	Cllr Hugh H Evans	Meetings ongoing and scheduled into the future. Work progressing on the development and agreement of Programme Outcomes and Plan.

Improvement Activity continued

Period	Title	RAG	Lead Member	Comment
Q3 10/11	GAIA Programme: Asset Management	●	Cllr Paul Marfleet	A good number of reactive energy/carbon efficiency projects were undertaken in Q3 2010/11. However, planned and SALIX projects remain outstanding. Energy consumption/carbon emissions across the county for Q3 is showing a 1% reduction compared to Q3 last year. However, the total for Q1,2&3 compared to last year is showing a 3% increase.
Q3 10/11	iTrent	●	Cllr Paul Marfleet	Web Recruitment implementation has been scheduled for implementation on 1st April 2011. Hardware upgrades will be implemented during February which should resolve the current capacity and performance issues. Development has also commenced on the online expenses module, implementation is expected for the commencement of the new financial year.
Q3 10/11	Produce a Corporate Workforce Planning Strategy	●	Cllr Paul Marfleet	A Corporate Workforce Plan has been developed although not updated. From April 2011 an element of the Business Partner role will be to work closely with services in developing and reviewing their workforce plans so that a Corporate Workforce Plan is available for April 2012
Q3 10/11	Review of Policy Making	●		List of policies remains to be finalised.
Q3 10/11	Develop PARIS as a key tool for supporting implementation of our reablement model of care delivery	●	Cllr Pauline Dobb	PARIS Phase II implemented according to plan. Testing and training took place simultaneously to reduce problems with the implementation. The MIS Team are now working with a group of PARIS champions from the Reablement Team.
Q3 10/11	Joint Food Waste Treatment Project	●	Cllr Hugh H Evans	Draft call for final tenders issued at the beginning of December and received on 23/12. Draft tenders currently being assessed before calling for final tenders.
Q3 10/11	Joint Residual Waste Project	●	Cllr Hugh H Evans	Contract has been evaluated and results are to be placed before cabinet in January for approval. If approved the waste will probably go through a transfer station rather than directly to landfill to save costs. New contract to start on 1/4/11. The comingled contract is also out to tender, bidder submissions will hopefully be returned and a new contract approved early in February.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H Evans, Leader

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

DATE: 29-03-2011

SUBJECT: Delivering the Corporate Plan: Year 3 (2011-12)

1 DECISION SOUGHT

- 1.1 That Cabinet recommend Denbighshire County Council's draft 'Delivering the Corporate Plan 2011-12' (attached at Appendix I) for adoption by full council on the 12 April 2011, subject to any amendments agreed by Cabinet.

2 REASON FOR SEEKING DECISION

The council's 'Corporate Plan 2009-12' set the strategic direction for the authority and was agreed in July 2009. The plan details what the council is trying to achieve over the medium term, how this contributes to wider agendas such as Denbighshire's Community Strategy, the rationale behind Members' choice of priorities and how resources will be aligned so that priority outcomes and targets can be achieved.

The council's draft 'Delivering the Corporate Plan 2011-12' reaffirms the commitments we made in the original plan, and sets out what we aim to deliver in terms of our corporate priorities during 2011-12. Some of the details within the priorities have been amended in order to address known issues (such as the recent development of our reablement approach to adult social care). However, in order to maintain a level of continuity and consistency, every attempt has been made not to amend the outcomes attached to the priorities.

This year we have adopted a new format for the document. We have made the main section more reader friendly by removing all the technical information and placing it in appendices. In the appendices we are using the same format for the Corporate Plan that we are now using for our service business plans, i.e. the separation between **indicators** (which tell us whether a particular outcome has been achieved) and **performance measures** (which tell us whether we are successfully contributing to the outcome). The council is often not able to deliver outcomes in isolation, and it is therefore useful to differentiate between those things that the council is accountable for (performance measures), and those things that the council hopes to contribute towards (indicators).

Section 15(7) of the Local Government (Wales) Measure 2009 requires the council to publish information on its 'plans for that year' as soon as reasonably practical after the start of the financial year to which the objectives relate.

3 POWER TO MAKE THE DECISION

The Corporate Plan is a key element of the Wales Programme for Improvement (2010) which is underpinned by the statutory requirements of the Local Government Act 1999 and Local Government (Wales) Measure 2009.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

The cost implications of the 'Delivering the Corporate Plan 2011-21' document are contained within the budget set by Council in February 2011. A summary of this budget is reproduced on pages 4-7 of the document under the title 'The Challenging Financial Climate and our Efficiency Programme'.

4.2 Staffing/ Accommodation Implications:

The staffing/ accommodation implications of the programmes and projects outlined in the 'Delivering the Corporate Plan 2011-12' document will be met from within the agreed Council budget and will be discussed in detail as part of individual programme and project plans.

4.3 IT Implications:

The IT Implications of the programmes and projects outlined in 'Delivering the Corporate Plan 2011-12' document will be met from within the agreed Council budget and will be discussed in detail the new ICT Strategy and as part of individual programme and project plans.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Wales Programme for Improvement statutory guidance requires the council to publish a revised plan in quarter one of each financial year. This is required to provide the strategic direction and lead activities in the current year and set the scene for financial and business planning in subsequent years. Failure to publish in a timely fashion would result in a negative outcome to the planned Corporate Assessment Report from the Wales Audit Office and have significant impact on the Council's reputation.

5.2 Risks associated with agreeing the recommendation/s

Risks associated with the specific activities detailed in the plan are recorded in the Corporate Risk Register and Service Risk Registers. Failure to achieve significant verifiable progress on the '2012 Indicators' or Improvement Objectives would present a reputation risk to the Council.

6 CHIEF FINANCIAL OFFICER STATEMENT

The Corporate Plan sets the direction for all council services and effects how the council will spend its funds in future years. All costs are shown within individual service budgets.

7 CONSULTATION CARRIED OUT

The 'Delivering the Corporate Plan 2011-12' document has been developed by the Business Planning and Performance Team in consultation with the Corporate Executive Team and Senior Leadership Team

The draft Plan was presented to:-

- SLT on 3 March 2011
- Wales Audit Office on 9 March 2011

We have received positive feedback from the Wales Audit Office on the draft document for the clarity of the new format and improvements in the content.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The 'Delivering the Corporate Plan 2011-12' document sets out Corporate Priority outcomes, measures and targets and explains how these will be progressed during the 2011-12 financial year.

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

The Corporate Plan and subsequent 'Delivering the Corporate Plan 2011-12' document has been drafted with reference to the draft of 'The Big Plan', Denbighshire's integrated Community Strategy and partnership document. An Equality Impact Assessment of 'Delivering the Corporate Plan 2011-12' is being conducted throughout March 2011.

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation

The 'Delivering the Corporate Plan 2011-12' document includes flood adaptation work that contributes to the authority's adaptation to climate change. Carbon reduction is included in the plan through the inclusion of energy efficiency measures as part of the '2012 Indicator set'.

8.4 Assessment of Impact on NERC Act Biodiversity Duty

The 'Delivering the Corporate Plan 2011-12' document 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 'Delivering the Corporate Plan 2011-12' document will be expected to carry out their own assessments of impact on NERC Act Biodiversity Duty where appropriate.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Complete Draft of 'Delivering the Corporate Plan 2011-12' document, incorporating any amendments, to be presented to Council.	Corporate Improvement Team Manager Tony Ward 12 April 2011	Head of Business Planning and Performance Alan Smith 12 April 2011
Translation of the agreed 'Delivering the Corporate Plan 2011-12' document.	Corporate Improvement Team Manager Tony Ward May 2011	Head of Business Planning and Performance Alan Smith May 2011
Publication of the agreed 'Delivering the Corporate Plan 2011-12' document	Corporate Improvement Team Manager Tony Ward May 2010	Head of Business Planning and Performance Alan Smith May 2011

10 RECOMMENDATIONS

- 10.1 That Cabinet recommend Denbighshire County Council's draft 'Delivering the Corporate Plan 2011-12' (attached at Appendix I) for adoption by full council on the 12 April 2011, subject to any amendments agreed by Cabinet.



CYNGOR

Sir Ddinbych
Denbighshire
COUNTY COUNCIL

Delivering the Corporate Plan 2011-12

Language Signpost

If you need further information, please ask someone you know who speaks English or Welsh to telephone 01824 706146

اگر آپ کو مزید معلومات درکار ہوں تو برائے مہربانی انگریزی یا ویلش زبان جاننے والے اپنے کسی واقف کار سے کہیں کہ وہ آپ کی جانب سے فون نمبر 01824 706146 سے رابطہ کریں۔

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This document is available in other languages and/or formats



To make Comments and Suggestions or for Further Information Please Contact:

By Email

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Or You can call the Team on:

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Introduction

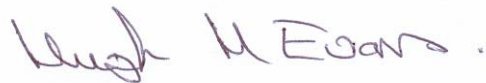
We are now entering the final year of our current Corporate Plan 2009-12, and this document sets out what the council hopes to achieve during 2011-12. In the Corporate Plan 2009-12, we outlined our ambitions in relation to our four corporate priorities, which are: Responding to Demographic Change; Regeneration; Modernising Education; and Roads and Flood Defences.

Although excellent progress has been made in many areas since the start of the Corporate Plan, we are aware that we have not yet achieved all of the ambitions we set for the council in this period. For example, although key stage performance in our schools has improved considerably since the start of the plan (at all key stages), we still have some way to go to achieve our ambition of being in the top 10 councils in Wales for performance in schools. We also know that more work is required to improve the condition of our road network, a situation which has been made more difficult by the prolonged periods of bad weather during the past two winters.

In order to ensure that we are able to achieve continued improvement in our priority areas, we have identified additional money for our priorities in 2011-12. Our Efficiency Programme has identified savings proposals totalling £6.4 million in 2011-12, which will allow us to invest an additional £1.5 million in our priorities this year. Each priority will receive additional investment, and some of the money will be used to fund approximately £8 million of prudential borrowing to support our regeneration and roads and flood defence priorities.

This additional funding demonstrates our ongoing commitment to our corporate priorities and to achieving the community-focused outcomes within our corporate plan. The funding is significant in the context of the current financial climate, as the council has needed to identify major savings due to the reduction in government funding.

The prospect of further government funding cuts in 2012-13 and 2013-14 means that the next few years will be a time of unprecedented change for the council. We have responded by introducing a Business Transformation Programme, which will modernise the council and equip us to tackle current and future challenges.



Councillor Hugh H Evans
Leader of Denbighshire County Council



Dr Mohammed Mehmet
Chief Executive of Denbighshire County Council

High Performing Council Close to the Community

In the Corporate Plan 2009-12, we made a pledge to become a “High Performing Council, Close to the Community”. In this document we renew that commitment and provide more detail on those aspects of the plan that will be delivered in 2011-12. A similar delivery plan has been published for each year of Corporate Plan 2009-12. We publish an annual report each October that reviews performance over the past year, and we measure our success in delivering our pledge to become a “High Performing Council, Close to the Community” in the following ways:

High Performing Council

In 2009-10, we identified a set of 23 national indicators that were closely linked to our corporate priorities. The “2012 Indicators” are used to compare our performance against other local authorities in Wales to establish whether we have become a high performing council. Following strategic decisions made by our Cabinet during 2010-11 three indicators have been removed as they no longer reflect our corporate priorities. Their removal ensures that the 2012 set still reflect the strategic direction of the council. We have the ambition to perform within the top half of

authorities in Wales for all of these indicators by 2012. However, for those indicators where we were already in the top half of authorities in Wales at the start of the Corporate Plan, our aim is to improve this position to perform in the top quarter of authorities in Wales. For those indicators where we were already in the top quarter of authorities, our aim is to maintain that position. Further details of the 2012 Indicators can be found in Appendix 1. The table below summarises our expected direction of travel in becoming a high performing council.

Description	2008-09 Outturn	2009-10 Outturn	2010-11 Estimate	2011-12 Target
Percentage of 2012 Indicators in top two quartiles for Welsh Local Authorities	55	75	65	100
Percentage of 2012 Indicators in top quartile for Welsh Local Authorities	50	65	40	55

Close to the Community

We have identified two methods for measuring our success in bringing the council “Closer to the Community”. The first is by delivering the outcomes of our corporate priorities, which have been developed to address community needs. The second is by considering the results of the Denbighshire County Council Residents’ Survey.

2009-10 was the first year of our Corporate Plan priorities, and a detailed review of performance against these priorities was published in October 2010. Estimates of our performance in 2010-11 have been included in this plan alongside our targets for this year, and can be found in Appendix 2. A detailed review of our performance in 2010-11 will be published in October 2011.

The Residents’ Survey was conducted for the first time in 2009, and went out to a random selection of 6,000 households in Denbighshire. The results help us to plan our activity based on community needs and perceptions and, in turn, allow the community to judge our performance. The survey will be re-run in 2011. The table below summarises our expected direction of travel in becoming a Council Close to the Community.

During 2011-12, the council’s Corporate Director for Learning and Communities will be leading on the development of a new programme about ensuring that the council is close to the community.

Description	2009-10 Outturn	2010-11 Outturn	2011-12 Target
% of Corporate Priority Outcome Measures on Target	66%	Not available	100%
Percentage Agreeing to the following Statement in the Residents’ Survey ¹			
My Council Acts on the Concerns of Residents	46%	N/A	More than 46%
My Council Treats All People Fairly	64%	N/A	More than 64%

¹ Excluding don’t knows

The Challenging Financial Climate and our Efficiency Programme

The Welsh Assembly Government revenue funding settlement for the 2011-12 financial year amounts to a cash decrease of 1.6% for Denbighshire County Council. This compares with an average reduction of 1.4% in the settlements for other councils. This means that, on average, other councils in Wales have received a better financial settlement than Denbighshire.

During 2010-11, the council undertook a series of efficiency meetings to review each of its 14 services and budget proposals for 2011-12. The panels which provided a challenge to services consisted of officers, Cabinet Members and representatives from Scrutiny Committees.

The subsequent savings proposals that emerged from these efficiency meetings were then reviewed by Cabinet, the Corporate Executive Team and Informal Council prior to being approved by Full Council. Savings proposals totalling £6.4 million have been identified during this process. The savings have been designed to have minimal impact on front line service delivery.

Level of Revenue Funding	2010-11 £000s	2011-12 £000s	↑ ↓
Welsh Assembly Government funding	138,107	136,538	↓
Use of reserves	50	50	↔
Sub-total	138,157	136,588	↓
Council Tax yield	37,469	38,557	↑
TOTAL	175,626	175,145	↓

The success of our efficiency programme has allowed us to put additional money aside for our Corporate Priorities in 2011-12. Additional investment amounting to a sum of £1.5 million has initially been allocated (as shown in the table below),

although the final allocations will be dependent upon business cases brought forward by services. In line with our commitment to the Welsh Assembly Government, we have protected the schools' budget.

Corporate Priority	Additional Revenue Investment In:	Amount £000s	↑ ↓
Modernising Education	School Improvement and Modernising Education – various improvements to the management of schools	250	↑
Demographic Change	Adult Social Care	250	↑
Roads and Flood Defences	Highways – funds to pay for approximately £7 million of prudential borrowing for major highways works	650	↑
Regeneration	Regeneration: coordination of Rhyl strategies and funds to pay for around £1 million of prudential borrowing for physical regeneration projects	175	↑
	Area Support – appropriate support for Area Members' Groups and Town Plans	175	↑
TOTAL		1,500	↑

General Welsh Assembly Government funding for capital schemes in 2011-12 has reduced by £1,581,000 compared with 2010-11, which is a cut of just over 20%. In addition to this, future specific grants are likely to be paid at a much lower level than in previous years. These two factors will put a significant strain on the Council's Capital plan. This year £14.3 million will be through the Capital Plan

capital plan. This includes approximately £7 million available for highways maintenance to support our roads and flood priority and around £1 million in additional Capital funds for our regeneration priority. Up to £500,000 has also been set aside in the main Capital Plan funds to support the early stage development of an Extra-Care Housing Scheme in Denbigh, supporting our demographic change priority.

Provision has been made in the budget for the costs of about £8 million of further Prudential Borrowing to help support the

Level of Capital Funding	2010-11 £000s	2011-12 £000s	↑ ↓
General Capital Grant	1,956	1,936	↓
Unhypothecated Supported Borrowing	5,868	4,307	↓
Prudential Borrowing - Highways	4,400	7,000	↑
Prudential Borrowing – Regeneration / other	303	915	↑
Capital Receipts	418	1,000	↑
Unspent Contingency (brought forward)	358	700	↑
Earmarked Reserves	N/A	650	N/A
Total	13,303	16,508	
Funds already committed	7,000	2,245	N/A
Funds Available	6,303	14,263	↑

The level of Council Tax increase for 2011-12 has been agreed at 2.9%, which is likely to be the lowest increase in North Wales and also below the government's preferred measure of inflation, CPI (Consumer Price Index), which is currently 3.7%. Town and Community Council precepts average at a 2.39% increase and the Police Authority increase has been set at 3.98%.

The draft Welsh Assembly Government settlement for future years indicates a small cash rise for the Council in 2012-13 and 2013-14. However, with inflationary pressures, this means

that the Council is likely to have to find savings of between £4 million and £5 million in each of those years.

Projected information for these years will be included in the next version of the Medium Term Financial Plan (MTFP). The MTFP covers the period 2011-12 to 2013-14 and forms part of our business planning process. The purpose of the MTFP is to provide a review of our overall financial position for 2011-12 and an overview of the prospects for 2012-13 and 2013-14. Copies of the MTFP can be obtained via the contact information on the inside cover of this document.

Council Tax Increase (average increase base on band D)	2011-12 %
Anglesey County Council	3.7
Gwynedd County Council	3.9
Conwy County Council	3.7
Flintshire County Council	3.0
Wrexham County Council	3.0
Denbighshire County Council	2.9

Our Improvement Objectives

Our improvement objectives have been developed to provide a focus for the broad priorities which we developed for our three year corporate plan and meet statutory requirements.

The priorities in our corporate plan were produced following a process of information gathering, data analysis, consultation and engagement. The Corporate Plan 2009-12 established priorities for a three year period. The priorities, selected by Elected Members, were based on needs assessment, as well as public and Member consultation exercises.

The priorities were further developed to respond to risk assessments, and Improvement Boards were established to help produce more detailed proposals. The Corporate Plan also contained Improvement Themes that addressed perceived weaknesses within our council, and reflected a political will for organisational change.

These Improvement Themes have subsequently been replaced by our “Improving the Council” Improvement Objective, which reflects the work of our Business Transformation Programme.

The council does not undertake annual consultation on its corporate priorities, as they were always intended to remain in place for the three year period of the Corporate Plan. However, we do review them annually (when we develop the annual Corporate Plan delivery document) to ensure that they still reflect community need. The intelligence and feedback gathered via our consultation and engagement activity gives us confidence that our priorities are still relevant.

Our Elected Members are also an important vehicle for ensuring that priorities continue to address community needs.

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

Our research also showed that, although much of the county is relatively prosperous in comparison to other parts of Wales, there are pockets of deprivation within Denbighshire that need to be tackled, particularly in the West and South West of Rhyl. We identified the need to reduce unemployment and economic inactivity in the coastal area and across rural Denbighshire. We also found that the quality of residential accommodation, particularly in Houses of Multiple Occupation in the private rented sector, made a significant contribution to deprivation in some areas. This information led us to develop **Regenerating our Communities** as a Corporate Priority.

We have seized the opportunity to utilise funds available through the North Wales Coast Strategic Regeneration Area and the Rural Development Plan to assist in the development of this priority.

In Denbighshire, there are: 53 primary schools; eight secondary schools; two special schools; and special units in five primary schools. In the recent past, the council has emerged from a troubled period to receive positive reports from Estyn inspections. This change demonstrates the impact of our new structures and improved performance. The council aims to ensure that improvements benefit the full range of diverse communities across the county, because we believe that a pupil's attainment in school will affect that individual's life chances, as well as having an

overall impact on the prosperity and wellbeing of an area. For these reasons, we developed **Modernising Education** as a Corporate Priority.

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

In 2010, the Welsh Assembly Government launched a new framework to guide the work of Local Authorities and other public sector agencies working locally - the Wales Programme for Improvement (WPI) 2010. This delivery document fulfils the statutory requirement to produce an annual improvement plan which is a key requirement of the WPI. The WPI also requires councils to set Improvement Objectives each year.

We have set five Improvement Objectives for 2010-11, four of which relate to our Corporate Priorities (mentioned above), and one of which is a rationalisation of the four improvement themes in our original Corporate Plan 2009-12. Our five Improvement Objectives for 2010-11 are therefore as follows:

Our Improvement Objectives 2011-12

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

Improvement Objective 1: Demographic Change

Adapting service delivery to address demographic changes

This year, we will continue to reform the way we provide services to older people and people with learning disabilities. For as many older people as possible this will mean a shift away from traditional residential care to new extra-care housing schemes; and away from traditional long-term community support to our new reablement approach.

Extra-care housing provides independent flats for older people with services available on site, as and when people choose to use them, giving them greater independence. We are developing similar provision for people with learning disabilities through the Intensely Supported Independent Living (ISIL) accommodation at Henllan.

The reablement approach involves short-term support which allows people to adapt and regain their independence so that they no longer require social services support. We are also seeking every opportunity to empower people to manage their own care through the provision of direct

New in 2011-12

- Extended Re-ablement
- Extra Care Housing in Ruthin
- Leisure activities for targeted groups

payments. Direct payments give people responsibility for managing their own care and choosing providers themselves.

Community activities are becoming increasingly important to the health and wellbeing of people with a range of needs. We are therefore developing community based reablement and citizen empowerment schemes as well as leisure and inter-generational activities, for example, First Click computer skills for older people.

Outcomes from our “Demographic Change” Objective

- Older people are able to live independently for longer.
- People with learning disabilities are able to live independently for longer.
- Community initiatives meet the needs of an increasing population of older and disabled people.

Improvement Objective 2: Regenerating Our Communities

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

This year, we will be continuing a number of projects to support businesses in the tourism sector, social enterprises and rural micro businesses by providing advice, grants and other forms of assistance.

We are working in partnership with the Citizens Advice Bureau to help people who are below the poverty line to access their full entitlement of benefits to increase their income.

We are building on the success of our Rural Development Plan (RDP) funded "Moor to Shore" project. In phase two of the RDP, beginning this year, we have developed the Green Tourism project to continue our support for rural tourism. The Marsh Tracks Cycle Centre at Rhyl will provide a top class leisure facility for visitors and residents in the area.

We expect to meet the Welsh Housing Quality Standard for all council housing across the county in 2011-12.

New in 2011-12

- Rhyl Housing Regeneration Plan Implementation
- NEET Rhyl Project
- Green Tourism Project

Our skills agenda continues this year through an expanded curriculum for 14-19 year olds throughout Denbighshire, and particular concentrated support in Rhyl through the 'NEET Rhyl Project'. (Not in Employment, Education or Training)

Rhyl will also benefit from our continued work on housing regeneration; the development of Foryd Harbour for tourism and businesses; and improvements to the built environment, including the renovation of historic properties through the townscape heritage initiative.

Outcomes from our "Regenerating our Communities" Objective

- 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.

Improvement Objective 3: Modernising Education

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

For this objective, we will know that we have been successful if we improve educational attainment in Denbighshire compared to other local authorities in Wales.

Educational attainment is important as it directly impacts on future life chances and opportunities for young people. It is therefore imperative that overall standards of attainment improve, and that we realise our ambition to become one of the top ten performing authorities in Wales for educational attainment.

Recent research suggests that educational achievement in Wales is falling behind similarly wealthy countries throughout the world. We expect councils in Wales to respond over the next few years, resulting in improvement across every authority in Wales. Therefore, it will not be enough just to improve our performance. In order to become one of the top ten performing authorities in Wales for educational attainment, we will have to improve at a faster rate than other parts of Wales.

The key activities identified to deliver high quality education in Denbighshire are: targeted support; curriculum development;

New in 2011-12

- Annual school self assessment
- Review of the welsh teacher advisory service
- Review of Foundation Phase

training support; and a greater analysis and use of school specific data use. This includes a renewed emphasis on attendance and close monitoring of exclusions. These activities are supported by programmes to engage young people in a diverse range of leisure activities which will help to develop regular participation habits. A review of the welsh teacher advisory service will ensure that there is parity of support across the Key Stages.

We will also be continuing our Area Review process to look at specific requirements in localities.

Outcomes from our “Modernising Education” Objective

- Denbighshire will be within the top 10 performing authorities in Wales for educational attainment

Improvement Objective 4: Roads and Flood Defences

Securing a Sustainable Road Network and Flood Defences

The basis of our work for 2011-12 is the highways capital maintenance programme and the West Rhyl Coastal flood defence scheme. The 'Corporate Plan in Your Area' section below gives details of planned road maintenance across the county during 2011-12. A range of traffic projects and bridge maintenance activities are also listed in these sections.

We are also improving the way we respond to unplanned road maintenance, for example by utilising our jet-patcher equipment for smaller repairs, such as potholes.

Not all of our activity is based on physical construction and repairs. We have developed a programme of flood awareness activity involving schools and the local community. We are

New in 2011-12

- £7million of extra investment
- New focus on roads safety
- West Rhyl coastal defence

also re-focusing our work on roads to emphasise road safety and network management as well as the physical condition of roads. Road safety awareness work plays a significant role in this.

Outcomes from our "Roads and Flood Defences" Objective

- Resident and visitors to Denbighshire have access to a safe and well managed road network
- Properties have a reduced risk of flooding

Improving the Council – Objective 5

Improving the Way the Council Works

We have established a Business Transformation Board to ensure we have the resources and internal mechanisms to provide relevant and cost-effective services to meet the needs of our communities within the constraints of available finances.

Work to achieve this objective will be managed via the Business Transformation Programme, and progress will be reported regularly to the Board. Unlike the other Improvement Objectives, details of indicators, performance measures and activities are not included in Appendix II of this document. This level of detail is being progressed as part of the development of the Business Transformation Programme.

New in 2011-12

- Further development of the Business Transformation Programme, including:
 - ⇒ confirmation of indicators / performance measures and activity to support the six outcomes
 - ⇒ delivery of specific projects and actions

For 2011-12, the six outcomes within the Business Transformation Programme are highlighted in the table below.

Outcomes from our “Improving the Council” Objective

- **Customer Service Excellence:** we will have a customer-focussed culture.
- **Efficiencies:** we will be a smaller organisation and have reduced our expenditure by at least £25 million by March 2015.
- **Progress through People:** we will have a well-motivated workforce who will consistently deliver high quality services.
- **Capital Strategy & Assets:** we will have a smaller property portfolio that will be appropriate for the services we deliver.
- **Business Tools & Processes:** Business tools and processes will be consistent and complied with across the organisation.
- **Progress through Technology:** Where appropriate, we will conduct our business electronically. Business mileage will reduce, and we will use less paper and require less storage space.

The Corporate Plan in Your Area

The council agreed the formation of six Community Areas in March 2009 as part of its commitment to bringing the council closer to the community. Whilst the majority of the proposals in the Corporate Plan bring about service improvement across the county, a number of schemes within each priority have been developed to make specific improvement in each of the six Community Areas. Details of these proposals can be found on the following pages below.

The county councillors in each area meet in Area Elected Member Groups every two months to discuss local issues and advise the council as a whole of local concerns. Their remit includes informing and influencing the Big Plan and Corporate Plan and ensuring that the Corporate Priorities address local needs. This year we will be developing Town Plans that will guide local work in the years to come.

The Six Community Areas are:

- **Rhyl Area**
- **Prestatyn Area**
- **Elwy Area**
- **Denbigh Area**
- **Ruthin Area**
- **Dee Valley Area**

Atgynhychir y map hwn o ddeunydd yr Ordnance Survey gyda chaniatâd yr Ordnance Survey ar ran Rheolwr Llyfrfa Ei Mawrhydi © Hawffraint y Goron. Mae atgynhychu heb ganiatâd yn torri hawffraint y Goron a gall hyn arwain at erlyniad neu achos sifil. Cyngor Sir Ddinbych. 100023408. 2009. This map is reproduced from Ordnance Survey material with the permission of the Controller of HMSO (c) Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Denbighshire County Council 100023408. 2009



Rhyl Area

Planned activity during 2011-12 includes:

- A new Regeneration Strategic Framework for Rhyl.
- West Rhyl Coastal flood defence scheme.
- An extension of the quay wall, new quay-side commercial units, a new square and state of the art cycle and pedestrian bridge. These will provide significant improvements to the Foryd Harbour area.
- The NEET (Not in Employment, Education or Training) Rhyl Project, targeted at Rhyl High School. This will change the futures of a group of very vulnerable learners and help them achieve and attain in an imaginative learning pathway.
- Potential new build replacement for Rhyl High School is a main priority in the councils overall bid for 21st Century Schools funding.
- Community grant funding for a computer suite in the Oak Tree Centre for young people and for refurbishment of the Wellington Community Centre to make the facilities fully accessible.
- Resurfacing work on Warren Road, Prince Edward Avenue (an important link road) and Ernest Street (improvements to this busy road and improve safe access to the school).
- Synchronisation of signals to reduce delays and congestion in town centre.
- Maintenance Work on the Foryd bridge, Bryn Hedydd road culvert and Redwood drive culvert.

Councillors

John Bellis	Diana Hannam	David Thomas
Glyn Williams	David Lee	Ian Armstrong
Joan Butterfield	Brian Blakeley	Carl Davies
Ian Gunning	Jeanette Chamberlain-Jones	

The Rhyl Area Includes:

- 5 wards of Rhyl East, Rhyl South, Rhyl South East, Rhyl South West and Rhyl West
- It has a population of approximately 25,569
- Is represented by 11 county councillors.

Prestatyn Area

Planned activity during 2011-12 includes:

- Community grant funding for enhancements to the Scala Cinema and Arts Centre.
- Community grant funding for heating improvements at Nant Hall road Presbyterian Church.
- External funding to enable an extension to be built to Ysgol y Llys, the Welsh medium primary school, was approved by the Welsh Assembly Government. We have completed formal statutory consultation to extend the size of the school and it is anticipated that the project will commence in 2012.
- We have also completed the formal statutory consultation process for the amalgamation of Bodnant Infants and Junior schools. The new “Bodnant” School will be operational as of 1st January 2012.
- Refurbishment of Prestatyn Youth Centre
- Alternative premises for Prestatyn Library

Councillors

Peter Duffy	George Green	Glyn Jones
Michael Eckersley	Alan Pennington	June Cahill
Rhiannon Hughes	Sharon Frobisher	James Davies
Julian Thompson-Hill		

- Refurbishment of Sports Hall and outdoor facilities at Prestatyn High School
- Micro-asphalt treatment at Bastion Road (the main road down to the beach), top of Fforddlas (this will link to a scheme to provide a footway as part of Offas Dyke Path) and other works relating to the Stadium Development in High Street, including shopping park development and bus station redevelopment

The Prestatyn Area Includes:

- 5 wards of Meliden, Prestatyn Central, Prestatyn East, Prestatyn North and Prestatyn South West
- It has a population of approximately 19,622
- Is represented by 10 county councillors.

Elwy Area

Planned activity during 2011-12 includes:

- Community grant funding for modernising facilities at Rhuddlan Community Centre.
- Community grant funding for a covered seating area at Admirals playing fields.
- Community grant funding for CCTV for St Asaph High Street.
- Community grant funding for improved drainage and computer facilities for Waen Parish Hall.
- The feasibility study on an extension and refurbishment for Ysgol Glan Clwyd has been completed and the funding to progress the project has been included as a main priority in the councils overall bid for 21st Century Schools funding.
- Refurbishment of St Asaph Youth Club
- Resurfacing Pont y Cambwll, surface dressing B5381 Eryl Hall and roads in the Glascoed area will benefit from the concentrated surface dressing programme around the village.

Councillors		
Richard Jones	Dewi Owens	Bill Cowie
Peter Owen	Ann Davies	Selwyn Thomas
Barbara Smith	Merick Lloyd Davies	

- Review and amendment of parking restrictions in town centre St Asaph

In addition, much of the Elwy Area is covered by the Rural Development Plan (RDP), which enters its second phase in 2011-12. Support will be available for rural transport, tourism, energy generation, local businesses, and to encourage entrepreneurs.

The Elwy Area Includes:

- 7 wards of Bodelwyddan, Dyserth, Rhuddlan, St Asaph East, St Asaph West, Trefnant and Tremeirchion
- It has a population of approximately 16,883
- Is represented by 8 county councillors.

Denbigh Area

Planned activity during 2011-12 includes:

- The ISIL (Intensively Supported Independent Living) development for people with Learning Disabilities at Henllan.
- Renovating some of Denbigh's historic buildings as part of phase two of the Denbigh Townscape Heritage Initiative.
- Community grant funding for a Woodland Centre developed by the Cae Dai Trust and for the Bro Cinmeirch Community Hall.
- We have facilitated a shared headship between the Ysgol Bryn Clwyd and Ysgol Gellifor and we are currently working with both schools to move towards a formal federation agreement between the two Governing Bodies of the schools.
- New Gymnasium at Denbigh High School and new Denbigh Youth Centre
- Resurfacing at Llangwyfan Crossroads and several roads in the Henllan area.
- Speed management works on Rhyl Road will improve safe access to Ysgolion Twm o'r Nant/Frongoch.
- Bridge maintenance work at Pont Llyn Pandy and Candy Mill Railway Bridge

Councillors		
Raymond Bartley	Neville Hughes	Colin Hughes
Jane Yorke	Gwyneth Kensler	Paul Marfleet
Gwilym C Evans		

The Denbigh Area is covered by the Rural Development Plan (RDP), which enters its second phase in 2011-12. Support will be available for rural transport, tourism, energy generation, local businesses, and to encourage entrepreneurs.

The Denbigh Area Includes:

- 5 wards of Denbigh Central, Denbigh Lower, Denbigh Upper and Henllan, Llandyrnog, Llanrhaeadr-yng-Nghinmeirch
- It has a population of approximately 14,051
- Is represented by 7 county councillors.

Ruthin Area

Planned activity during 2011-12 includes:

- The opening of the Awelon Extra Care Housing development in Ruthin.
- Work with the Governing Body of Ysgol Dyffryn Ial to progress a project to move towards improved facilities on a single site in Llandegla, with the intended closure of the Bryneglwys site.
- Work with the governing body of Ysgol Gellifor to enable their headteacher to become a shared head with Ysgol Bryn Clwyd, Llandyrnog and are working towards a formal federation agreement between the two Governing Bodies of the schools.
- Community grant funding for improvement to Cae Ddol lake and for refurbishment of Neuadd Pwllglas.
- Tender for development partner to invest in new P.E. facilities for the school and community.

Councillors

Eryl Williams

Christine Evans

Pauline Dobb

Hugh Evans

Bobby Feeley

Morfudd Jones

David Smith

- Resurfacing work between Llanferres and Maeshafn. Roads in the Clawddnewydd and Llandegla areas will see significant improvements as a result of this programme.
- Bridge maintenance work at Pont Eyarth Uchaf and improvements to walking and cycle routes

In addition, the Ruthin Area is covered by the Rural Development Plan (RDP), which enters its second phase in 2011-12. Support will be available for rural transport, tourism, energy generation, local businesses, and to encourage entrepreneurs.

The Ruthin Area Includes:

- The 5 wards of Ruthin, Efenechtyd, Llanarmon-yn-Ial/Llandegla, Llanbedr DC/Llangynhafal and Llanfair DC/Gwyddelwern
- It has a population of approximately 13,130
- Is represented by 7 county councillors.

Dee Valley Area

Planned activity during 2011-12 includes:

- Corwen flood alleviation scheme
- Community grant funding for refurbishment of the kitchen at the Royal Air Force Association Hall; for plumbing and access facilities at St John's Church in Llangollen and for environmental improvements at Uwch y Dre Corwen.
- A building project to increase the size of Ysgol Bryn Collen / Ysgol Gwernant in Llangollen. The investment of nearly £800k is scheduled to be completed in time for September 2011.
- A review of primary provision in the Edeyrnion area and will continue to work with the community to develop options for future provision in the area.
- Resurfacing Station Road, Glyndyfrdwy surfacing works in Llangollen (including along Abbey and a surface dressing programme in the Pentredwr area.
- Bridge maintenance work at Pont Cilan, Pont Dyffrdwy Cynwyd and Pont Llwyn Onn.
- In addition, the Dee Valley Area is covered by the Rural Development Plan (RDP), which enters its second phase in 2011-12. Support will be available for rural transport, tourism, energy generation, local businesses, and to encourage entrepreneurs.

Councillors		
Huw Jones	Cefyn Williams	Lucy Morris
Rhys Hughes		

The Dee Valley Area Includes:

- The 3 wards of Corwen, Llandrillo and Llangollen.
- It has a population of approximately 7,754
- Is represented by 4 county councillors.

Appendix I: 2012 Indicators

The 2012 Indicators are a set of 20 national indicators which are closely aligned to our corporate priorities. We will use this set to compare our performance against other Local Authorities in Wales to establish whether we have become a high performing council. We have the ambition to perform within the top half of authorities in Wales for all of the 2012 indicators.

This list had formerly contained 23 indicators but three of these no longer reflect our priorities. In the case of **SCA/002a The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March**, we have been advised (by the Local Government Data Unit Wales and the Wales Audit Office) that our re-ablement activity which goes beyond the conventional community support can not be included in the count of this measure. In the case of **THS 010a and THS010b Percentage of Principal/non principal classified roads that are in overall poor condition** we have chosen to focus our service more on particular stretches of highway which are of most concern to our residents. This means that the general indicators are no-longer appropriate to measure the success of our priority.

Description		2009-10 Wales Median	2009-10 Outturn	2010-11 Estimate	2011-12 Target
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	3.44	1.21	0.50	2.02
SCA019	The percentage of adult protection referrals completed where the risk has been managed	62.4	82.2	75	77
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	11.74	6.0	12	10
SCC/033a	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	100	100	90	100
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	93.7	62.5	90	100

Appendix I: 2012 Indicators

Description		2009-10 Wales Median	2009-10 Outturn	2010-11 Estimate	2011-12 Target
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	43.1	62.5	80	100
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	79	99	97	85
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	362	381	280	325
PLA/006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	23.72	9.16	n/a	20
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	1.91	23.5	10	10
EDU/002i	The percentage of all pupils (including those in local authority care), aged 15 as at the preceding 31 August and leave compulsory education, training or work based learning without an approved external qualification	0.67	0.87	0.74	0.5
EDU/002ii (NS9)	The percentage of pupils in local authority care, in any local authority maintained school, aged 15 as at the preceding 31 August and leave compulsory education, training or work based learning without an approved external qualification	1.52	0.00	6.67	0.00

Appendix I: 2012 Indicators

Description		2009-10 Wales Median	2009-10 Outturn	2010-11 Estimate	2011-12 Target
EDU/011 (NS12)	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	372	396	402	410
EDU/015a	The percentage of final statements of special education need issued within 26 weeks, including exceptions	75.3	100	97.1	100
EDU/015b	The percentage of final statements of special education need issued within 26 weeks, excluding exceptions	100	100	97.1	100
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	40.4	50.3	58.2	53
WMT/004	The percentage of municipal waste collected by local authorities sent to landfill	56.6	47.4	41.7	42
EEF/002a	Percentage change in carbon dioxide emissions in the non domestic public building stock	2.15	7.71	n/a	4.45
BNF/004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events	9.94	6.91	7.57	12
CHR/002	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	10.87	10.91	10	10

Appendix II

Performance Management for Corporate Priority Outcomes

The following section illustrates the performance management framework for the outcomes relating to our four Corporate Priorities. It includes the following:

- ⇒ A description of each outcome
- ⇒ The indicators which will help us to know whether the outcome has been achieved, including specific targets for 2011-12
- ⇒ The performance measures which will tell us whether we are successfully contributing to the achievement of the outcome, including specific targets for 2011-12
- ⇒ Activities for 2011-12 which will contribute to the achievement of the outcome

Outcome 1: Independence for older people

INDICATORS OF SUCCESS		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
SCA/003b	The percentage of older people (AGED 65 OR OVER) (who receive a service) supported in the community throughout the year	87.1	87	87
SCA/002b	The rate of older people (aged 65 or over) supported in Care Homes per 1,000 population aged 65 or over at 31 March	26.09	26	<26
New	The number of additional Extra Care flats	59	59	21
New	The percentage of Extra Care flats occupied		Achieve 75% occupancy in Prestatyn	>95%
New	The percentage of people no longer needing a social care service following reablement	n/a	50% (target)	55%
Residents Survey Q29.E	The percentage of people who responded positively to the statement: My Council has helped me to live independently (older people)	62.9	n/a	>62.9
Residents Survey Q29.H	The percentage of people who responded positively to the statement: My Council will help me when I need social care support (older people)	63.1	n/a	>63.1

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
New	The number of people receiving reablement services	n/a		
New	The number of older people receiving Telecare services	387	350	400
New	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	78	81	85
New	The percentage of older people having their needs and care plan reviewed on time	68% (all ages)	75% (target)	85%

Outcome 1: Independence for older people

ACTIVITIES	Start Date	End Date	Responsible Service
Description			
Open Lllys Awelon (Ruthin Extra Care)	Apr 2011	Dec 2012	Adult Services
Progress plans for Extra Care Housing in Denbigh	Apr 2011	Dec 2014	Adult Services
Review and reconfigure day services to support the delivery of options that both promote independence and are cost effective	Jun 2011	Dec 2011	Adult Services
Further develop reablement:			
<ul style="list-style-type: none"> • With housing support providers 	Apr 2011	Mar 2012	Adult Services
<ul style="list-style-type: none"> • In sheltered housing 	Apr 2011	Mar 2012	Adult Services
<ul style="list-style-type: none"> • In Extra Care Housing 	Apr 2011	Mar 2012	Adult Services
<ul style="list-style-type: none"> • With independent sector providers 	Apr 2011	Mar 2012	Adult Services
Re-launch Direct Payments	Jun 2011	Sep 2011	Adult Services
To work with partners and the community to provide a break which is a positive experience for the person with care needs and their Carer (where there is one)	Apr 2011	Dec 2011	Adult Services
Strengthen the focus and timeliness of reviews to actively consider the appropriateness of reducing care packages and/or replacing services with those that promote independence	Apr 2011	Mar 2012	Adult Services

Outcome 2: Independence for people with learning disabilities

INDICATORS OF SUCCESS		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
LDCH003b	The rate of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	0.68	0.60	0.55
LDCH004b	The rate of adults with learning disabilities helped to live at home increased	4.07	3.90	4.2

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
LDCH003a	The number of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	39	34	32
LDCH004a	The numbers of adults with learning disabilities helped to live at home increased	232	227	240

ACTIVITIES	Start Date	End Date	Responsible Service
Description			
Build an intensively supported independent living scheme in Henllan for disabled people.	Jun 2011	Dec 2011	Adult Services
Subject to the outcome of Citizen Directed Support pilot roll out this approach across the learning disability service	Apr 2011	Mar 2012	Adult Services
Increase commercial activity of in-house work opportunity businesses	Apr 2011	Mar 2012	Adult Services

Outcome 3: Community wellbeing

INDICATORS OF SUCCESS		Actual		Target	
Code	Description	2009/10	2010/11	2011/12	
Council Residents Survey	The percentage of residents responding positively to the statement: ... (excluding don't knows)				
Q29.E	<ul style="list-style-type: none"> My Council has helped me to live independently 	62.9	n/a		
Q29.F	<ul style="list-style-type: none"> My Council has helped vulnerable people in general to live independently 	71.5	n/a		
Q29.H	<ul style="list-style-type: none"> My Council will help me when I need social care 	63.1	n/a		
	Number of people involved in New Work Connections who:				
	<ul style="list-style-type: none"> feel more involved in the community 				
	<ul style="list-style-type: none"> feel more confidence generally 				
	<ul style="list-style-type: none"> can relate better to others 				
	<ul style="list-style-type: none"> feel more organised in day to day life 				
	<ul style="list-style-type: none"> identify that they are looking after them self better 				
	<ul style="list-style-type: none"> are introduced to healthier activities 				
	<ul style="list-style-type: none"> identify that they take more pride in them self 				
	The number of people who were economically inactive and unemployed who have been supported into employment, education or training through New Work connections				

PERFORMANCE MEASURES		Actual		Target	
Code	Description	2009/10	2010/11	2011/12	
	The number of communities engaged in developing sustainable networks for older people	6	6	6	

Outcome 3: Community wellbeing

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
	The number of people involved in the "tele-buddies" scheme			
	Older people's use of leisure services (physical activity opportunities through day centres and residential care facilities)			
	The number of people participating in the New Work Connections programme	N/A	125	270
	The number of people helped into paid employment through the New Work Connections project	N/A	7	52
	The number of people gaining qualifications through the New Work Connections project	N/A	1	140
	The number of people helped into volunteering through the New Work Connections project	N/A	125	270
	The number of people assisted with:			
	<ul style="list-style-type: none"> Welfare benefits 			
	<ul style="list-style-type: none"> Council tax uptake 			
	<ul style="list-style-type: none"> Fuel poverty initiatives 			
	The percentage of adult protection referrals completed where the risk has been managed	82.2	77	77
	Disabled people (including mental health and age related) who took up leisure opportunities			
	Older people who enrolled on the "First Click" programme in Libraries			
	Increase in completion of 16 week National Exercise Referral Scheme			

Outcome 3: Community wellbeing

ACTIVITIES Description	Start Date	End Date	Responsible Service
Provide opportunities for older people to become mentors to help people find employment as part of the new work connections programme			Adult Services
Pilot a telephone befriending service 'tele buddies'			Adult Services
Evaluate the impact that extra care and reablement have on people's sense of wellbeing			Adult Services
Roll out a personal care response service for Telecare			Adult Services
Implement our Older People's Development Strategy			Adult Services
First Click: Computer Skills for Older People	Apr 2011	Mar 2012	Leisure, Libraries and Community Development
Free Swim Initiative	Apr 2011	Mar 2012	Leisure, Libraries and Community Development
National Exercise Referral Scheme	Apr 2008	Mar 2012	Leisure, Libraries and Community Development
We will develop and implement a citizen empowerment model for older people that will provide a framework to enable people over 50 to move from where they are in their lives to where they want to be			Adult Services
Review person centred planning and to assess the appropriateness of developing this approach for people with disabilities			Adult Services
Work in partnership with communities and the third sector to encourage independence (includes developing six new community based initiatives)			Adult Services
Recruit and train up to 6 older people from Denbighshire and support them to promote and cascade the messages of the WAG Dignity in Care programme to other older people and to staff in the LA, Independent and Health sectors via training sessions			Adult Services

Outcome 3: Community wellbeing

ACTIVITIES	Start Date	End Date	Responsible Service
Description			
Ensure that older people have a direct say in the priorities for our annual training programme			Adult Services
POVA guidance and implementation	Apr 2011	Sep 2011	Adult Services

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Outcome 4: Tackling the socio-economic deprivation in the northern coastal strip

INDICATORS OF SUCCESS		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
LREG012	Relative reduction in Job Seekers Allowance claimants in each LSOA area in Rhyl	4.04	3.50	3.30
LREG013	Incidence of criminal damage in Rhyl	589	666	<589
New	The average points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (Rhyl)			
New	Average Points Score at 18 (Rhyl)			
Council Residents Survey	The percentage of residents responding positively to the statement: ... (excluding don't knows)			
Q2	<ul style="list-style-type: none"> How satisfied or dissatisfied are you with your local area as a place to live? (Rhyl) 	86.4	N/A	>86.4
Q3	<ul style="list-style-type: none"> In the last 12 months, do you think your local area as a place to live has got better, got worse, or stayed the same? (Rhyl) 	75.9	N/A	>75.9

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
LREG004	Reduce the number of people below the 60% poverty line	161	334	500
New	Participation Rates in post 16 Education (Rhyl)			
New	Additional Number of Houses in Multiple Occupation taken through the licensing scheme	n/a	50	50

Outcome 4: Tackling the socio-economic deprivation in the northern coastal strip

ACTIVITIES Description	Start Date	End Date	Responsible Service
Completion and publication of Rhyl Strategic Regeneration Framework	Feb 2011	May 2011	Regeneration, Planning and Public Protection
Purchase of Properties within Strategic Regeneration Area	Ongoing		Regeneration, Planning and Public Protection
Brand Project	Oct 2009	Sep 2012	Environment
Delivery of Rhyl Town-Scape Heritage Initiative	Mar 2008	Jun 2012	Regeneration, Planning and Public Protection
Bee and Station Office Scheme	Apr 2011	Jun2014	Regeneration, Planning and Public Protection
Delivery of 14-19 Education Development in Rhyl: NEET Rhyl Project	Sep 2010	Mar 2013	School Improvement and Inclusion
Foryd Harbour Phase 2: commercial units, square and quay wall extension.	Dec 2010	Mar 2013	Regeneration, Planning and Public Protection
Foryd Harbour Cycle and Pedestrian Bridge			Highways and Infrastructure
Apollo Cinema Refurbishment	Feb 2011	Jul 2011	Regeneration, Planning and Public Protection

Outcome 5: Supporting sustainable economic growth

INDICATORS OF SUCCESS		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
LREG001	Relative reduction in economic inactivity	28	Match Wales level	
LREG002	Relative reduction in Job Seekers Allowance claimants in Denbighshire	0.00	0.2	0.5
L/REG008	Ratio of average house prices to average earnings	5.27	<6	<6

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
LREG004	Reduce the number of people below the 60% poverty line	161	334	500
New	Total number of businesses receiving assistance from the council			
LREG005	Number of social enterprises assisted	2	12	18

ACTIVITIES	Start Date	End Date	Responsible Service
Description			
Celtic Authentic Niche Tourism Advancing the Atlantic Area CANTATA II Project	Apr 2009	Mar 2012	Environment
Wales Ireland Network for Social Enterprise (WINSSENT) Project	Jun 2009	May 2012	Regeneration, Planning and Public Protection
Denbighshire County Council Business Grants	Apr 2011	Mar 2012	Environment
Denbighshire County Council Community Grants	Apr 2011	Mar 2012	Regeneration, Planning and Public Protection
Welsh Housing Quality Standard Project	Apr 2011	Mar 2012	Housing Services
Delivery of 14-19 Education Development (County)			School Improvement and Inclusion

Outcome 6: Reducing the rate of decline in the rural economy

INDICATORS OF SUCCESS		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
LREG014a	Reduce decline in Rural businesses: Total number of micro enterprises receiving assistance	7	to be re-profiled	to be re-profiled
LREG014b	Reduce decline in Tourism sector: Gross number of additional visitors	29k	3000	3000

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
L/REG009	Number of new and existing micro rural enterprises (<10 employees) financially assisted	0	15	29
L/REG010	Gross number of jobs created in rural micro businesses	0	7	13
LREG006	Number of village facilities improved	0	12	12

ACTIVITIES	Start Date	End Date	Responsible Service
Description			
Grants for Micro Business	Apr 2009	Aug 2011	Environment
Denbighshire Rural Key Fund	Mar 2009	Aug 2011	Environment
Rural Denbighshire Business Creation and Development Project	Mar 2011	Dec 2013	Environment
Green Tourism Project	Mar 2011	Dec 2013	Environment
Innovation Denbighshire. Project	Mar 2011	Dec 2013	Environment

Outcome 7: To be within the top 10 performing authorities in Wales for educational attainment

INDICATORS OF SUCCESS		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
EDU011	The average points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority	396	402	410
LMEd07	The percentage of pupils who receive level 2 threshold (5 GCSE A* - C) or vocational equivalents	58.1		
LMEd08	The percentage of pupils who receive level 2 threshold (5 GCSE A* - C) or vocational equivalents including English/Welsh and maths	47.1		
LMEd01	The percentage of pupils achieving the Core Subject Indicator at Key Stage 1	83.2	82.4	83.5
EDU003	The percentage of pupils achieving the Core Subject Indicator at Key Stage 2	76.8	78.1	78.5
EDU004	The percentage of pupils achieving the Core Subject Indicator at Key Stage 3	59.8	63.9	64.0
LMEd05	The percentage of pupils achieving the Core Subject Indicator at Key Stage 4	46.1	43.3	50.0

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
LMEd10	The percentage of school days lost due to fixed-term exclusions during the academic year, in secondary schools			
LMEd11	The percentage of pupil attendance in secondary schools			
Council Residents Survey	The percentage of residents responding positively to the statement: ... (excluding don't knows)			

Outcome 7: To be within the top 10 performing authorities in Wales for educational attainment

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
Q11.2	Satisfaction with primary education (5-11)	91.2	n/a	>91.2
Q11.3	Satisfaction with secondary education (11-16)	78.9	n/a	>78.9
Q12	Respondents' opinion on schools and the education system performance since the publication of the Estyn report in 2007:			
	• Better	28	n/a	>28
	• Same	50	n/a	>50
	• Worse	22	n/a	<22

ACTIVITIES	Start Date	End Date	Responsible Service
School Performance: Conduct an annual school self assessment and evaluation process in all schools	Sep 2011	Dec 2011	School Improvement and Inclusion
School Performance: Undertake termly performance reviews with secondary schools and provide secondary governing bodies with termly updates on school performance	Sep 2011	Jul 2012	School Improvement and Inclusion
School Performance: Conduct a review of Foundation Phase	Nov 2010	Apr 2011	School Improvement and Inclusion
School Performance: Work with secondary schools to ensure that the curriculum offer is fit for purpose	Sep 2011	Dec 2011	School Improvement and Inclusion
School Performance: Conduct a review of the welsh teacher advisory service in order to ensure that there is parity across the Key Stages	Jan 2010	Sep 2011	School Improvement and Inclusion

Outcome 7: To be within the top 10 performing authorities in Wales for educational attainment

ACTIVITIES Description	Start Date	End Date	Responsible Service
Inclusion: Establish professional learning communities at regional, local and school level in order to promote and disseminate good practice across all Key Stages	Sep 2011	Jul 2012	School Improvement and Inclusion
Inclusion: Review systems of tracking attendance and exclusion, set realistic targets, review use of lesson monitor to ensure that attendance is accurately monitored Risk SI&IO5)	Jan 2010	Sep 2012	School Improvement and Inclusion
Area Review: Provision at Ysgol Dyffryn Ial	Nov 2009	Dec 2011	Modernising Education
Area Review: Dee Valley West (Language Review)	Nov 2010	May 2011	Modernising Education
Area Review: Commission welsh medium education survey and report to Welsh Strategic Development Group	Jan 2011	Sep 2011	Modernising Education
Area Review: Review of shared headship pilot between Ysgol Gellifor and Ysgol Bryn Clywd	Sep 2011	Dec 2011	Modernising Education
Area Review: Mobile provision for 2011 capacity returns and pupil projection	Apr 2011	Apr 2012	Modernising Education
Area Review: Annual plan to implement a reduction of mobile accommodation and review existing contracts	Jan 2010	Sep 2012	Modernising Education

Outcome 8: Resident and visitors to Denbighshire have access to a safe and well managed road network

INDICATORS OF SUCCESS		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
RNW001	Total accidents involving injury per Km	266	-	
RNW002	Accidents involving serious or fatal injury per Km	37	-	
RNW003	The number of penalty charge notices issued for on street infringements			
RNW004	The number of penalty notices issued for street works which fail to comply with agreed criteria	n/a	New baseline	
RNW005	The percentage of A and B roads that are in overall poor condition	8.71	<8.71	<8.71
Residents' Survey Q9.1	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining main roads in good condition'	63.8	n/a	>63.8
Residents' Survey Q9.2	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining local streets in good condition'	64.8	n/a	>64.8
Residents' Survey Q9.3	Percentage Very Satisfied or Fairly Satisfied with 'Maintaining footpaths in good condition'	68.1	n/a	>68.1

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
	Skid resistance – percentage of highway in red/yellow bands of SCRIM			
	The average number of calendar days taken to repair street lamp failures during the year	0.75		
	% take up of children's Traffic Club			
	Number participating in Cycle Training			
	Numbers of participating in Pass Plus where the council has subsidised			
	The total amount of highways related insurance costs (£s) per km of local authority road network			

Outcome 8: Resident and visitors to Denbighshire have access to a safe and well managed road network

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
	Road Condition Index			
	The percentage of annual structural maintenance expenditure that was spent on planned maintenance			

ACTIVITIES	Start Date	End Date	Responsible Service
Implementation of Symology and mobile technology	Apr 2009	Mar 2012	Highways & Infrastructure
Task & Finish Group looking at residential parking policy	Apr 2011	Mar 2012	Highways & Infrastructure
Task & Finish Group review of parking enforcement	Apr 2011	Mar 2012	Highways & Infrastructure
Highways Capital Maintenance Programme	Apr 2011	Mar 2012	Highways & Infrastructure
Traffic Scheme Programme	Apr 2011	Mar 2012	Highways & Infrastructure
Bridges Maintenance Programme	Apr 2011	Mar 2012	Highways & Infrastructure
Develop and expand use of the Highway Asset management system.	Apr 2011	Mar 2012	Highways & Infrastructure
Work with partners to reduce road casualties on the county road network to achieve government targets.			Highways & Infrastructure
Kerbcraft training and cycle training programme			Highways & Infrastructure

Outcome 9: Properties have a reduced risk of flooding

INDICATORS OF SUCCESS		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
FLD001a	The percentage of properties with a high risk of flooding where the risk of flooding has been reduced	2.5 (estimate)	4.5 (estimate)	5.1 (estimate)
FLD001	The number of properties with a high risk of flooding where the risk of flooding has been reduced	330	580	665

PERFORMANCE MEASURES		Actual	Target	
Code	Description	2009/10	2010/11	2011/12
FLD002	The number of pupils participating in flood awareness activities in schools	0	300	500
FLD003	The number of people engaged in public events/ leafleting	300	500	1000
FLD004	The number of people accessing information via electronic means	0	800	1200

ACTIVITIES			Responsible
Description	Start Date	End Date	Service
Coastal Defence Strategy	Aug 2008	ongoing	Highways & Infrastructure
Contractor Appointment	Apr 2010	Dec 2011	Highways & Infrastructure
Schools flood awareness project	Apr 2010	2013	Highways & Infrastructure

REPORT TO CABINET

CABINET MEMBER: Councillor Eryl Wyn Williams

LEAD OFFICER: Hywyn Williams
Corporate Director: Learning and Communities

DATE: 29 March 2011

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

1. DECISION SOUGHT

- 1.1** To seek Members' approval for the proposed model for establishing a regional School Improvement Service for the 6 North Wales Authorities.

2. REASONS FOR SEEKING DECISION

- 2.1** Following a report to Cabinet on 13 July 2010 officers were authorised to progress this initiative in accordance with the timescales set out in the report.

- 2.2** Both the "North Wales Regional Partnership Board" and the "Education and Related Services Programme Board", supported by the Welsh Assembly Government, have agreed to establish a regional school improvement service; this reflects their "Vision for Collaboration". In order to progress this matter the Education and Related Services Programme Board considered the advice of a Specialist Consultant, and subsequently, commissioned another independent consultant to consider the proposal, advise on options to achieve a regional service, and advise on feasibility and implications. In the Introduction to his Report (Appendix 1) the Consultant states as follows:-

"The report indicates the feasibility and potential benefits of establishing a regional service and recommends the creation of such a service. Implementation will need to recognise the dimensions and implications of change, and the potential of an integrated service that meets the needs of local authorities (LAs) and schools in an integrated way.

It recommends that the change is implemented on an incremental basis with a defined period of transition. It also recommends a clear framework for the regional service and delineates key responsibilities".

This report, entitled "Report on the Feasibility and Implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities", was presented to the Education and Related Services Programme Board on 20 December 2010, and at the Board's meeting held on that date, the Board resolved as follows:-

"Resolution

After a full consideration of the Report and the recommendations presented for the Board's consideration the Board resolved:-

- * To receive, approve, and adopt the Report subject to minor amendments.

- * To approve and adopt the recommendations detailed in par 8
- * To adopt option (c) as detailed in para 5 of the Report: “a regional service encompassing the responsibilities of local authorities and schools”.
- * To consult on the proposal and make the necessary arrangements for consultation with stakeholders early in 2011.
- * To proceed to consider practical arrangements and report further to the Board”.

2.3 An extensive consultation process has taken place across the region. Appendix 2 is an example of the Consultation Response Form that has been used to gather stakeholders’ views.

2.4 The intention of the Education and Related Services Board is to receive responses to the proposal from each of the six North Wales authorities and consider this matter further at its meeting in early April.

3. DETAILS OF THE PROPOSAL

3.1 Rationale and Key Drivers

The proposal to establish a regional service for school effectiveness and improvement reflects the impact of national and regional developments and the effect these will have on the provision of education services; they impact on both local authorities and schools. Among the key drivers are the following:-

(a) The intention of the 6 LAs to modernise their school effectiveness and improvement service, and to do so in the context of the School Effectiveness Framework (SEF), the transformation agenda, and the obligations that Agenda places on both local authorities and schools to address this in a systematic and integrated way. The decision of the Education and Related Services Partnership Board is to proceed collaboratively and seek to establish a regional school effectiveness and improvement service fit for future purpose, which builds on current strengths, and provides an integrated service across the region. This regional service will be owned by the six LAs and will operate as a separate entity under a joint commissioning framework.

(b) The **national developments** include the transformation agenda and the requirement to modernise services, the emphasis on quality services and on raising educational standards and outcomes, changes in resource availability and its distribution (including increased delegation), and current reviews on the delivery of services. Particularly relevant to this proposal are two developments; the School Effectiveness Frameworks, (SEF) and the Common Inspection Framework (CIF), and the consultant’s report emphasis the centrality of these in terms of the proposed functions and responsibilities of the regional service. The implementation of the SEF with its key features and its imposition of related responsibilities on schools and local authorities is a key driver since it places joint responsibilities on schools and LAs in relation to school effectiveness and improvement – the core business of the proposed regional service. The requirements placed on schools and authorities by Estyn in the Common Inspection Framework (CIF), with its emphasis on standards achieved by learners and their wellbeing, the quality of provision, care, and support and guidance, and the quality of leadership and management, is also a key driver.

(c) The **regional** drivers include the matters referred to above in pars 1 and 2(a) and the fact that delivery of an education service imposes interrelated obligations on schools and local authorities. This requires collaborative arrangements and

indicates the importance of constructive relationships between stakeholders. Building on existing inter-authority collaboration and sub-regional arrangements will facilitate developments; developing common frameworks and protocols will be an essential requirement.

3.2 (a) The report identified **relevant options**: and these are as follows:-

- * Continuation of the status quo with necessary adaptations to meet changing circumstances and new challenges;
- * Creation of a regional school effectiveness service to undertake LA responsibilities.
- * Establishment of regional school effectiveness and improvement service as a single regional entity to undertake both the responsibilities of LAs and schools in integrated way.

Each option is considered in the report in terms of its “risks” and “benefits”.

(b) The report indicates that the preferred option is **Option (c)** because of the substantial benefits it offers. It “encompasses in an integrated and complementary way both LA responsibilities and those of individual schools in relation to their school effectiveness and school improvement responsibilities”. It also “appears to support the implementation of SEF with its emphasis on a collaborative approach, respective responsibilities of stakeholders, and networks of professional practice. It will also allow the focussing of cluster arrangements and the wider elements of SEF – system leaders and professional networks”. This option will enable all the LAs and their schools to have access to pedagogy support on a cost effective basis. As indicated in the commentary by the Specialist Consultant this will contribute to “achieving a step change in the standards and performance of schools”.

(c) Neither of the other options considered would provide such substantial benefits, nor provide an efficient and effective regional service. Option (a) would only provide some inter-authority collaboration, and would not provide a coherent pattern for future developments; it would not provide a pedagogy powerhouse nor facilitate a systematic approach to the implementation of SEF. Option (b) would focus on LA responsibilities only; separation of the responsibilities of LAs and Schools in neither desirable nor practical. Neither of these options provides a sensible strategy for the future nor would they provide a feasible way to address the implications of SEF.

3.3 The Key Elements of a Regional Service

The key elements of a future regional system are identified in the Report. They are as follows:-

- * Establishment of a single integrated and bilingual regional school effectiveness and school improvement service in the ownership of the 6 LAs.
- * Operational arrangements of the service to include consideration of sub-regional provision where appropriate to ensure alignment with other developments and services and to enable diversity and local difference to be accommodated.
- * Identification of the functions and responsibilities of the regional service and the governance arrangements that will need to reflect this, together with an indication of the implications for system alignment and for other stakeholders.

- * In conjunction with this, and as part of the regional service, the development of common frameworks, protocols and policies in the region.
- * Identification of the key structures of the regional service and the implications for local authorities and schools.
- * Whilst the regional service operates at arms length from the LAs it does so on a basis of joint commissioning arrangements. There will need to reflect the needs of LAs and schools. A joint commissioning group accountable to the board will be tasked with the development of joint commissioning arrangements.

It is considered that the regional school effectiveness and improvement service will provide a pedagogic powerhouse to serve both the schools and the LAs in North Wales. There are benefits in establishing such a service.

3.4 Functions of the Regional Service

The report indicates that the fundamental principle is a regional service that will undertake responsibilities for school effectiveness and improvement on an integrated basis for both LAs and schools; this will aim to provide a “one stop shop” quality focused service. It will have as its remit the responsibility for enabling schools and local authorities to improve pupil outcomes and wellbeing in accordance with the rigorous standards generated by the Common Inspection Framework (CIF) and the School Effectiveness Framework (SEF).

The proposed functions, which will be undertaken in an integrated way, are detailed in paragraph 6 of the Report; they are as follows:-

- * Supporting LAs to undertake their statutory functions in relation to school effectiveness.
- * Provide Support for both LAs and Schools (jointly and separately as the case may be) in school Improvement activity.
- * Specifically undertaking responsibility for the Implementation of SEF and for CIF accountability.
- * Making provision for the development, maintenance, and review of regional frameworks on a commissioned basis.
- * Providing a centre of expertise for MIS service and for the management analysis and interpretation data.
- * Provide a specialist centre for Education Management matters and an Education Human Resources Service to provide expertise and advice.

Whilst the joint commissioning arrangements will allow for modifications over time these functions are considered fundamental. The regional service will need to have pedagogic and leadership strengths (not necessarily subject based) and be capable of carrying out a range of tasks encompassing the functions of a school effectiveness core team, together with the functions of a school improvement support team. In order to ensure maximum efficiencies these functions should be undertaken back to back.

3.5 Framework of the Service

(a) The service will be in the **ownership** of the 6 LAs (Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham) and their schools; the

recommendation is to build on current arrangements (such as those in Cynnal) but further consideration will need to be given to the form of any service established; there are a number of possible forms for such a public organisation. Any company board will have stakeholder representation that includes schools and LAs. The Board will determine policy and strategy.

(b) **Joint Commissioning** arrangements will ensure that the regional service reflects service needs and will have oversight of operational matters. The Joint Commissioning Committee will be answerable to the Board of the Company.

(c) It is intended that it will be a **single regional service** but its development will need to recognise both the emerging sub regional agenda and local differences and aspirations.

(d) The report identifies the **implications for stakeholders** – local authority members and services (including support services) and for schools. Governance arrangements will reflect these changes.

(e) Funding arrangements will be the responsibility of the stakeholders; these will need to be cost effective and reflect proposed changes in resource distribution. Further work is being undertaken in relation to this.

3.6 Transitional Arrangements

(a) The importance of an **evolutionary approach** and an incremental strategy is a principle recognised in the report. This enables the transitional process to build on current strengths; it also enables the views of stakeholders to be reflected in the process of implementation.

(b) The proposed **transition timetable** is as follows:-

- * Shadow provision developed from September 2011
- * New arrangements implemented from September 2012
- * Complete transition to new model operating from September 2014

One of the key points made by the Specialist Consultant in his commentary relates to the importance of pace and acceleration given the expectations of WAG. He states “The developments in North Wales are well advanced and have been elaborated with clear thought. They need to be translated rapidly and safely into reality”

(c) During the transitional period consideration will be given to a number of matters including HR issues, resource and funding arrangements, and the establishment of a project team. There will be consultation with relevant stakeholders on these matters.

3.7 Next Steps

The intention of the Education and Related Services Board is to consider this matter further at its meeting in early April. Subject to approval at the meeting, the Programme Board would then need to agree and establish project management arrangements, to be implemented by a Project Board with membership from each of the partner authorities. The Project Board would then need to enlist and engage a number of specialist advisors in order to identify and address any implementation issues. It is envisaged that a detailed Business Case will be prepared for Cabinet to consider further in June/July which will deal with all the implementation issues.

4. POWER TO MAKE THE DECISION

Section 38 of the 1997 Education Act defines the roles of the Local Education Authority in statute.

5. RESOURCE IMPLICATIONS

5.1 Cost Implications

It is envisaged that the establishment of a regional service would bring economies of scale and achieve efficiency savings of circa 10% across the region. For Denbighshire, this would amount to a cash saving of circa £100k. This savings target is above and beyond what has already been identified locally within the budget challenge process during 2010/2011. If approval is secured locally and across the region, a detailed business case will be produced over the coming months in order to examine detailed costings which can be reported to Scrutiny and Cabinet in June/July. Funding to deliver the project has already been secured through the North Wales Leadership Board, WLGA and Welsh Assembly Government.

5.2 Staffing / Accommodation Implications

Overall, this project will lead to the need for fewer officers employed directly within Denbighshire, and it is envisaged that some officers will transfer to the regional service. Where a reduction in staff numbers occur, every effort will be made to minimise compulsory redundancies and redeployment opportunities will be considered across the region. Indeed, a vacancy management arrangement is already in place between the 6 Authorities. In terms of accommodation, it is envisaged that the delivery of this service will lead to fewer pressures in terms of accommodation needs within Denbighshire and this will support the proposals to reduce office accommodation needs within the Council.

5.3 IT Implications

All Authorities use the same IT platform (One and SIMS) for pupil databases, administration and management functions, however modifications will be required to software packages which tend to vary between authorities at present. There will be a cost implication to this development, which will be absorbed within the Modernising Education budget.

6. RISK ASSESSMENT

6.1 Risks associated with not agreeing the recommendations

The ability of the Authority to deliver the necessary improvements in pupil achievement and school improvement in a climate of much reduced funding and the pressure to delegate additional resources directly to schools could be jeopardised unless resources and expertise can be shared between authorities. The Welsh Assembly Government are currently engaging on a number of educational matters directly on a consortium basis, rather than on an individual authority basis and the creation of a North Wales wide service assists in maintaining a strong link with the Welsh Assembly Government.

6.2 Risks associated with agreeing the recommendations

The risks include the failure of the 6 Authorities to agree a common model of service delivery as the details become clearer, hence creating a piecemeal approach to the collaboration project and cause unnecessary delays. Currently this risk is mitigated by a very clear commitment of Directors and Lead Members, supported by the Regional Leadership Board. Another risk is that authorities and schools are not, as

yet, ready to become effective commissioners of services. This risk will be mitigated through planned training events. The third risk is effectively managing a larger, regional structure in order to secure that school improvement are raising standards continues to be a key priority within Denbighshire. This risk will be mitigated by the establishment of sound management and governance arrangements, coupled with an effective, evidence based commissioning strategy and the presence of local officers, including a Chief Education Officer, to safeguard provision for Denbighshire. There will also be the continuation of Scrutiny and Executive functions at the local level.

7. CHIEF FINANCIAL OFFICER STATEMENT

- 7.1** The report has clearly identified a preferred option that should both improve the service and reduce costs. However, at this stage any suggested savings are not based on detailed analysis and cannot be relied upon.
- 7.2** A project management board should be established and a robust business case with clear proposals for the proper governance of the new service needs to be developed.
- 7.3** The business case should be submitted to Cabinet for further consideration before any 'shadow' organisation is put in place.

8. CONSULTATION CARRIED OUT

- 8.1** Consultations have taken place both locally and regionally.
- 8.2** Appendix 3 outlines the consultation meetings that have been carried out since January 2011, together with the responses that have been received during the consultation period.
- 8.3** The general response during consultation meetings has been positive, with consultees acknowledging the potential benefits of the proposal, and in particular of the preferred Option C. However, a number of consultees expressed strong views that they would wish to be further consulted on matters relating to implementation in due course.
- 8.4** During the consultation process it became clear that there was considerable support for the strategy; in many cases the establishment of a regional school effectiveness and improvement service was welcomed; others recognised the drivers towards such a service and their impact. At the same time there was support for implementation on the basis of Option (c).

9. IMPLICATIONS

- 9.1 Assessment of Impact on Corporate Priorities**
Modernising Education is a Corporate priority and securing the best possible school support model will positively impact upon school standards and the quality of education. This is critical at a time of diminishing resources.
- 9.2 Assessment of Impact on the Vision, Community Strategy, Equalities and Sustainability**
The proposal contributes towards the promotion of equality of opportunity and achievement within schools and our vision to improve educational standards which contributes towards the wider vision of economic growth and prosperity.

- 9.3 Assessment of Impact on Climate Change – Mitigation and Adaptation**
These proposals will have negligible impact upon the climate change agenda.

- 9.4 Assessment of Impact on NERC Act Biodiversity Duty**
These proposals will have negligible impact upon NERC Act Biodiversity Duty.

10. ACTION PLAN

ACTION	RESPONSIBLE OFFICER/DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED AND MONITORED BY/DATE TO BE MONITORED
Convey issues relevant to DCC at the Project Board meeting on 7 April 2011	Corporate Director Learning and Communities 7 April 2011	Corporate Director: Learning and Communities 8 April 2011
Contribute to the development of a robust Business Plan	Corporate Director: Learning and Communities June 2011	Corporate Director: Learning and Communities June 2011
Prepare an additional report to Scrutiny and Cabinet	Corporate Director: Learning and Communities July 2011	Corporate Director: Learning and Communities July 2011
Arrange further consultations with relevant stakeholders	Corporate Director: Learning and Communities / Head of School Improvement and Inclusion May-June 2011	Include relevant comments in Scrutiny/Cabinet report July 2011

11. RECOMMENDATIONS

- 11.1 That Members consider the information provided and approve progress to the next stage of this project, namely the creation of a robust business plan which will address key issues around operational matters relating to finance, staffing and governance arrangements.
- 11.2 That the business plan be considered by Cabinet prior to final approval being given to implement the proposed regional service.

NORTH WALES REGIONAL PARTNERSHIP
EDUCATION AND RELATED SERVICES PROGRAMME BOARD

Report on the feasibility and implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities

Gerson Davies
Independent Consultant
January 2011

**NORTH WALES REGIONAL PARTNERSHIP
EDUCATION AND RELATED SERVICES PROGRAMME BOARD**

EXECUTIVE SUMMARY

OUTLINE OF CONTENTS OF THE MAIN REPORT

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- a) Intention to modernise
- b) Relevance of contextual matters
- c) National context
- d) Regional Features
- e) Preliminary Discussions

3. Potential of a Regional Service

4. Requirements of a School Effectiveness and improvement Regional Service

- a) In terms of service provision
- b) In terms of system alignment
- c) In terms of implementation and operation
- d) Transitional arrangements

5. Consideration of Possible Options

- a) Continuation of the status quo
- b) A regional service to undertake the statutory responsibilities of the local authorities.
- c) A regional service encompassing the responsibilities of local authorities and schools
- d) The question of regional and sub-regional operational arrangements

6. Framework of a regional service and its responsibilities.

- (i) Impact of other regional/sub regional changes
- (ii) Framework
- (iii) Responsibilities, Configuration and Function

7. Key Implications of the New Arrangements

- (a) In relation to individual LAs and members
- (b) In relation to individual La education services
- (c) In relation to school responsibilities
- (d) In relation to transitional arrangements
- (e) In relation to governance arrangements
- (f) In relation to resources

8. Recommendations

EXECUTIVE SUMMARY

- (1) This report was commissioned by the Education and Related Services Programme Board of the North Wales Regional Partnership; the brief was to examine the feasibility and the implications of establishing a single regional school effectiveness and school improvement service in the ownership of the 6 Local Authorities (LAs). Initial examination of the evidence and consultation with the individual LAs indicates that it is feasible and would provide a key transformational development that could provide high quality provision and contribute to achieving improved outcomes for learners; it could also enable both schools and LAs to fulfil their statutory obligations.
- (2) The report recognises the impact of key drivers – both national and local, especially the challenge imposed by the School Effectiveness Framework (SEF) and its integrated approach. It recognises the importance of incremental change and the benefits of limited disruption by seeking to build on current strengths, and by ensuring effective transitional arrangements.
- (3) A number of options are considered:
 - Continuation of the status quo and necessary adaptations to meet changing circumstances and new challenges.
 - Creation of a regional school effectiveness service to undertake LA responsibilities.
 - Establishment of regional school effectiveness and improvement service as a single regional entity to undertake both the responsibilities of LAs and schools in integrated way.

The report also considers the benefits of a single regional service operating on a sub-regional basis where appropriate and necessary. Key to this is configuring the service in a way that avoids duplication, ensures system alignment, and gives the service an opportunity to reflect local diversity.

- (4) Consequently it identifies the requirements that any regional arrangements should meet – in terms of service provision, in terms of system alignment, and in terms of implementation and operation. It also identifies the framework and responsibilities of a regional service, and the implications of the new arrangements for key stakeholders. Detailed consideration of these matters will need to occur when a decision on the direction is made and governance documentation is drafted.

(5) The key elements of a future system are identified in the Report.
They are as follows:

- i) Establishment of a single integrated and bilingual regional school effectiveness and school improvement service in the ownership of the 6 LAs.
- ii) Operational matters to include consideration of sub-regional arrangements to ensure alignment with other developments and services, and to enable diversity and local difference to be accommodated.
- iii) Identification of the functions and responsibilities of the regional service and the governance arrangements that will need to reflect this, together with an indication of the implications for system alignment and for other stakeholders.
- iv) In conjunction with this, and as part of the regional service, the development of common frameworks, protocols and policies across the region to ensure harmonisation. Standardisation of processes will strengthen the service and contribute to economies of scale.
- v) Identification of the key structures of the regional service and the implications for local authorities and schools.
- vi) Whilst the regional service operates at arms length from the LAs it does so on the basis of joint commissioning arrangements. These will need to reflect the needs of LAs and schools. A joint Commissioning Committee accountable to the Board will be tasked with the development of Joint Commissioning arrangements.

(6) Recommendation

The evidence in this report indicates that there are potential benefits in establishing a single regional school effectiveness and improvement service which may operate on a sub-regional basis. The report also indicates the benefits of ensuring that the regional service undertakes SEF responsibilities and reflects these in its operational arrangements. It is proposed that transitional arrangements build on current strengths and that changes are implemented incrementally, and limit disturbance and any deconstruction.

It is recommended that the Board considers:

- (1) Receiving and approving this report.
- (2) Proceeding with the establishment of a single integrated regional service to undertake the functions detailed in par 6 above.
- (3) Adopting option 5 (c).
- (4) Adopting the proposals for implementation outlined in par 4 and par 7 above.
- (5) Approving a transitional period for implementation and the establishment of a project team.

MAIN REPORT

1. INTRODUCTION

The work on which this Report is based was commissioned by the Programme Board in October 2010. In undertaking this task the Consultant has met with each of the six Directors/Chief Education Officers, Anwen Williams, the Consortium Co-ordinator, and Dr Gwynne Jones, Chief Executive of Cynnal, and has reviewed background papers. These papers include the records of Board Meetings on 20th May 2010, 1st July 2010, and 30th September 2010. The report was presented to the Programme Board on 20th December 2010 and accepted by them; this version reflects observations made at that meeting.

The report indicates the feasibility and potential benefits of establishing a regional service and recommends the creation of such a service. Implementation will need to recognise the dimensions and implications of change, and the potential of an integrated service that meets the needs of local authorities (LAs) and schools in an integrated way. It recommends that the change is implemented on an incremental basis with a defined period of transition. It also recommends a clear framework for the regional service and delineates key responsibilities.

The support and guidance given by the Directors/Chief Officers and by the ADEW Consortium Office is acknowledged.

2. KEY DRIVERS

- (a) The intention of the 6 LAs to **modernise their school effectiveness and improvement service, and to do so in the context of the School Effectiveness Framework (SEF), transformation agenda and the obligation that Agenda places on both local authorities and schools to address this in a systematic and integrated way.** The decision of the Education and Related Services Partnership Board is to proceed collaboratively and seek to establish a regional school effectiveness and improvement service fit for future purpose, (in particular the implementation of SEF), that builds on current strengths, and provides an integrated service across the region. **This regional service will be owned by the six LAs and will operate as a separate entity under a joint commissioning framework.** This will require the regional service to be professionally rigorous and focus on pedagogy, learning, and leadership in its dealing with schools; similarly, professional rigour will be required of schools and LAs. Such an approach will be crucial to the success and credibility of this development.

The proposal to develop a regional school effectiveness service recognises and reflects both the wider regional agenda among the North Wales local authorities and also the fact that the provision of

education services as an integral part of the corporate responsibilities of these authorities. Implementation of this proposal will contribute to the progress of the regional agenda and ensure regional coherence and consistency in the provision of these services. It is a key element of the transitional process.

(b) This change should be considered in the context of two fundamental factors; the **national context and regional features**. Both the nature of the change and the arrangements for the implementation of that change must ensure that the implications of these factors are recognised and built in to the new service arrangements.

(c) In relation to the **national context** the relevant considerations (some of which are interrelated) include the following:

- The transformation agenda and the requirement to modernise services reflected in a number of WAG policies.
- The National Purpose for Schools in Wales.
- The focus on improving the quality and consistency of school improvement through a collaborative and regional approach.
- The national emphasis on quality assurance and improving services generally, recently manifested in concerns raised after the publication of the PISA results and the need for a radical solution.
- The implementation of the School Effectiveness Framework (SEF) with its key features and its imposition of related responsibilities on schools and local authorities. This is a key driver since it places joint responsibilities on schools and LAs in relation to school effectiveness and improvement – the core business of the proposed regional service.
- The requirements placed on schools and authorities by Estyn in the Common Inspection Framework (CIF), with its emphasis on standards achieved by learners and their wellbeing, the quality of provision, care, and support and guidance, and the quality of leadership and management. The CIF explicitly requires LAs to monitor and evaluate their own work.
- Contemporary reviews on the structure of the education service in Wales and the responsibilities placed on different stakeholders; this includes current deliberations about functions which may be best delivered in future on a national, or regional, or local basis.

- The indications emerging from the Price Waterhouse Coopers review including collaboration, the location of service costs and the potential of consortia working.
- The progressive reduction in resources available to LAs during the future years, proposed changes in delegation, and the need to ensure cost effectiveness and cost reductions.

(d) In relation to the **regional features** the following are relevant:

- The limited capacity and resources that some individual LAs have to undertake transformation and provide support for school improvement on an individual authority basis.
- The fact that the delivery of services to customers encompasses the obligation of LAs (both corporate and in terms of education services), those of schools, and services within the Children and Young People's Partnerships (CYPP). These have implications for the configuration of coherent customer focused services.
- The different arrangements of individual authorities - albeit exercised in a framework of inter-authority collaboration, and the need for consistent approaches and standardisation across the region.
- The existence of sub-regional arrangements in relation to school effectiveness and school improvement.
- The current discussions relating to a range of collaborative possibilities in the provision education services both regional and sub-regional and the importance of ensuring that any changes in school effectiveness arrangements are compatible with these developments and facilitate them; the link between school improvement and inclusion is a case in point.
- The importance of ensuring the necessary relationships between schools and their local authority are reflected in any regional arrangements; whilst the ownership of a regional service will rest with the 6 LAs, schools will have to be an integral part of a regional service in terms of funding, commissioning, and governance; they will be key stakeholders.
- Recognition of the importance of other stakeholders (including governing bodies) and the fact that the increased delegation to schools will require support services to adapt

and deliver services in the form required by schools and in a way that aligns with regional service requirements.

(e) **Preliminary discussions with Directors and Chief Officers** indicated the importance of a number of matters in the evolution and development of regional arrangements:

They are as follows:

- A commitment to a regional school effectiveness and school improvement service based on SEF and focused on learning and pedagogy, with the capacity to undertake both LA responsibilities and those of schools in an integrated way.
- Whilst continuation of current arrangements was not sufficient, building on their strengths would be a sound way forward; there were recognised strengths in the operational arrangements of the Cynnal model; substantial operational changes would be necessary to implement SEF, to meet the requirements of CIF, and to reflect joint commissioning.
- Ownership of a regional service should be with the 6LAs with appropriate joint commissioning, system alignment, and governance arrangements in place.
- Common frameworks and protocols would be an essential feature to ensure harmonisation and standardisation.
- Achieving a “fit” between a regional school effectiveness and school improvement service and other regional/sub-regional developments would be a requirement.
- Working arrangements would need to facilitate carrying out the “education service business” in the individual authorities and measures to ensure system alignment developed, including the customer focused profile of support services.
- Recognition of the implications of the changing circumstances and responsibilities of schools and local authorities over coming years require transitional arrangements; this would require changes in locally based directorate staffing arrangements.
- In view of the pace and potential impact of change in the education service, work on the respective responsibilities of individual LAs, schools, any sub-regional services, and the regional service should be undertaken in the context of ensuring cost effectiveness and value for money.

These matters are reflected in the substantive proposals, and in the recommendation that implementation includes a transitional period that can accommodate wider charges both national and regional.

3. POTENTIAL OF A REGIONAL SERVICE

A regional school effectiveness and improvement service has the potential to address service and operational needs in a constructive and collaborative way.

In view of the importance of ensuring that a regional service encompasses both LAs and Schools, and given the need to consult with stakeholders on moving forward, it is important to identify some of the potential benefits. It is envisaged that a regional service as proposed below can:

- Be a vehicle for achieving **improved outcomes** for learners and achieving high quality provision on a consistent basis.
- Address the need for **efficiency in terms of costs** and value for money and enable access to LA and School resources in a cost effective way.
- Ensure that the service is owned by the LA and schools, is focussed on their requirements and its direction and evolution is determined by them within a commissioning framework.
- Build on current strengths and provide **controlled access to a wider market** in terms of specific support – this allows system knowledge to be retained within the public sector.
- Enable both schools and LAs to implement the requirements of SEF in a coherent way including the training and deployment of associate system leaders on an integrated basis, thus ensuring the contribution of school based practitioners.
- Provide a shared **pedagogic power house** and the benefits that emanate from this for the education service ensuring that greater capacity and expertise to be available for schools.
- Enable a **bilingual school effectiveness and improvement and improvement service** to be available to the education community across North Wales.
- Contribute to the wider regional agenda by developing a common approach reflected in common frameworks and protocols.
- Facilitate a culture of collaboration, harmonization and modernisation among stakeholders and contribute to a culture of shared responsibility and partnership working.

4. REQUIREMENTS OF A REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT SERVICE

- (a) In terms of Service Provision
- (b) In terms of System Alignment
- (c) In terms of Implementation and Operation
- (d) Transitional arrangements

(a) In terms of service provision

- Deliver and support the collaboration, harmonization, and modernisation agenda.
- Move beyond current collaboration and networking to provide a fully integrated regional service as a single entity owned by the 6 LAs.
- Ensure that in a time of shifting resource allocation and financial reductions that the responsibilities of schools and LAs are addressed in an integrated way and embraced by these stakeholders.
- Reflect the requirements of SEF on a regional basis so as to ensure a common framework and access to expertise, support, and capacity on a cross regional basis.
- Work constructively with the Consortium.
- Provide data and MIS services and utilise these to support school improvement and to develop a strong knowledge base shared between LAs and schools.
- Develop standard operational frameworks and protocols that can be utilised by and within each authority and school in the region.
- Ensure that joint commissioning arrangements reflect the obligations on, and requirements of, schools on a structured fully participating basis.
- Ensure a whole service focus on pedagogy and leadership, systems leadership, professional networking, and intelligent accountability.
- Operate on the basis of clear and comprehensive governance arrangements.

A possible remit for a regional school effectiveness and school improvement service is in par 6 (iii) below.

(b) In terms of system alignment

A regional service will need to relate to the wider elements of the education business undertaken by LAs; it will also need to relate to, and fit with, other regional developments and evolving sub-regional arrangements. This reflects the changing requirements and the incremental nature of these changes. This requires:

- Agreement with stakeholders the on the relationship between the regional service and other developments concurrent with its implementation.
- Clarity on the responsibilities of a regional service and the roles, responsibilities, and obligations of other stakeholders in relation to the SEF Agenda.
- Identification of the implications of the change on support services.
- Analysis of financial implications and arrangements for cost effectiveness to be in place; preliminary analysis indicates the potential of economies of scale and consequential cost reductions at the same time as developing an effective and efficient regional service.
- Ensuring that duplication of functions is avoided and determination of the separate functions of schools, LAs and the regional service.
- Recognition of the fact that other system changes are likely to be required in future years, in particular in relation to school obligations that will accompany increased delegation.
- Inclusion of relevant system alignment matters in governance arrangements.

The establishment of a regional service together with increasing school autonomy will have implications for **support services**. It will require them to review their services and costs, and ensure that these reflect customer requirements. They will need to reconfigure or meet the consequences of customers accessing services in the market place. This challenge will require them to provide responsive, cost effective, and attractive services; they will need to recognise the importance of accountability to customers and commitment to regional developments. Consequently system alignment arrangements in relation to support services will be an essential part of transition.

(c) In terms of implementation and operation

- Recognition of the fact that this will be an evolutionary process and transitional arrangements will need to be in place; these transitional arrangements will relate to other changes in the region; they will need to facilitate them.
- **Whilst the principle of a single regional service organisation is fundamental there may be benefits in ensuring that operational arrangements reflect sub-regional patterns where appropriate.** This will facilitate incremental change and enables the various cultural differences and legacies to be accommodated. It will also allow for the expectations of different stakeholders to be accommodated within an agreed framework. This will also facilitate links with evolving sub-regional arrangements for specific services such as inclusion/ALN. The merits and limitations of sub-regional arrangements are considered further in par 5(d) below. Making operational arrangements on a sub-regional basis does **not** involve creating an additional tier of service.
- Recognition of the need to ensure that **this change is undertaken in a way that limits disturbance and any deconstruction where possible**; it will also be necessary to build the regional service on the basis of the varying strengths of current sub-regional arrangements. Cynnal in particular has a number of operational strengths that can contribute to the evolution of a regional service. Further examination of the features of CSS may well reveal strengths that should be included: Music services are a case in point.

(d) Transitional arrangements

Implementation of such a fundamental change with a range of dimensions – geographical and professional, structural and cultural, systemic and operational, will require effective transitional arrangements. These will need to ensure continuation of service and support for schools over the period of change; they are also central to ensuring efficiencies in the development of a cost effective regional service. In the initial stages of the development of the new system there will be financial pressures arising both from the demands of the change process and from concurrent reductions in resource availability.

Evolutionary transitional arrangements will prepare the way for a suitable configuration for a regional service. It is clear that replication and extension of current sub-regional arrangements will not be satisfactory nor sufficient. The national and local changes will require a different service organisation with different functions and different ways of working. Consequently it is recommended that the period between April 2011 and September 2012 is

regarded as a period of transition and a Project team is established to facilitate and manage the change.

5. CONSIDERATION OF DIFFERENT OPTIONS

The slides presented by Nick Jarman on 30th September 2010 indicate that there are various operational models; these are not mutually exclusive. The Board's paper on 30th September 2010 also referred to 4 options, two of which focussed on regional/sub-regional arrangements.

In considering the options there is merit in noting the dimensions of the changed agenda; it is about moving to **regional** provision – geographical expansion; it is also about **operational** change – joint commissioning arrangements and defined areas of responsibility; it is also about **professional** change - implementation of SEF as a key aspect of the service's work.

Consequently the options considered below are:

- a) Continuation of the status quo
- b) A regional service to undertake the statutory responsibilities of the local authorities.
- c) A regional service encompassing the responsibilities of local authorities and schools.
- d) The question of regional or sub-regional arrangements

(a) Continuation of the status quo

This would maintain existing service patterns and allow for the existing arrangements to be adapted to encompass the requirements of SEF. An advantage is that some services would continue in their local area and maintain existing links with corporate services. It is likely that the current Cynnal arrangements in North West Wales would have the strength and potential to undertake this change successfully; were this to happen it is possible that those LAs (other than Gwynedd or Ynys Môn) who currently use some Cynnal services would consider forging stronger links. It is not clear that the current arrangements in North East Wales could be so transformed without root and branch change. At the same time consideration of the status quo as a possible basis for a model does not eliminate one or more LAs undertaking these functions themselves; were they so to do it would be necessary to access external support and develop internal capacity. Contextual changes referred to in par 2 above indicate the difficulties of proceeding in this way. It is also the case that this option will not meet the political imperative of establishing a regional service.

There are some benefits but the risks are considerably greater; consideration should be given to the following matters:

BENEFITS	RISKS
<ul style="list-style-type: none"> • Potential to develop based on current arrangements. • Existing relationships in place. • Limited disturbance in structures but not in operations. • Only address some of the dimensions of the change required – professional and part operational. 	<ul style="list-style-type: none"> • Would not deliver a full regional service nor provide a coherent pattern for future regional approach to service development. • Unlikely to facilitate a systematic approach to implementation of SEF. • Whilst enabling some bilateral activity it would not provide a multilateral service; <u>i.e.</u> it is collaboration not integration. • Will hinder development of integrated data; knowledge not shared and its ownership open to dispute. • Likely operational result is dissipation of limited energy and resources. • Increase vulnerability of LA services in current climate. • Transformation agenda will be partial and local. • Difficult for some LAs to have sufficient expertise to meet the diverse needs of schools. • No pedagogy powerhouse. • Will not facilitate the development of bilingualism as required by “Iaith Pawb” • May force dependence on an unreliable market in some areas. • Unlikely to provide the resilience needed to manage wider service changes.

(b) A regional service to undertake the statutory responsibilities of the local authorities

An alternative possibility is to focus on the responsibilities of the LA solely in relation to monitoring and school effectiveness, and reform these in line with the requirements of SEF. Adoption of this approach is based on the assumption that the respective responsibilities of LAs and those of schools are distinct and can be separated in practice. It is difficult to separate these obligations in practice and there is no fine line between undertaking statutory and discretionary obligations. Whilst there is evidence of such an approach being implemented in some places in England it is not clear that this sits comfortably with the requirements of SEF nor the ethos in Wales. The effect of this is that it would be a matter for schools – either singly or in clusters to address their school improvement responsibilities separately.

This option has the merit of ensuring a clear focus on LA responsibilities but such an approach carries substantial risks both cultural and structural, and in terms of perception and operations. It is likely that implementation of such an option would not be feasible and would carry considerable risks; among these risks are those delineated below.

BENEFITS	RISKS
<ul style="list-style-type: none"> • Provision of a coherent and consistent regional approach for LAs to exercise their own responsibilities in relation to school effectiveness. • Enable a link between these responsibilities and other elements of the education business and corporate services. • Clear focus on LA responsibilities and development of common frameworks on these responsibilities. 	<ul style="list-style-type: none"> • Separation of the responsibilities of LAs and schools neither desirable nor practical. • Risk of driving a wedge between LAs and their schools. • Question of availability of sufficient services in the market. • No coherence in provision of services required by schools nor by service customers. • Runs counter to SEF framework. • Hinder development of integrated data; knowledge not shaped and its ownership open to dispute. • Dissipation of limited energy and resources. • No pedagogy power house.

	<ul style="list-style-type: none"> • Can lead to marginalisation of LAs
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(c) A regional service encompassing the responsibilities of local authorities and schools

This option seeks to ensure a regional service that encompasses in an integrated and complementary way both LA responsibilities and those of individual schools in relation to their school effectiveness and school improvement responsibilities. In view of current structural arrangements and the wider responsibilities of LA education services an approach that combines both LA and school responsibilities has merit. It will have the potential to include other stakeholders and ensure easier links with other services that schools require from their LA – access to inclusion/ALN support and wellbeing support are a case in point. Similarly it will facilitate schools access to other corporate services as necessary. This approach also appears to support the implementation of SEF with its emphasis on a collaborative approach, respective responsibilities of stakeholders, and networks of professional practice. It will also allow the focussing of cluster arrangements and the wider elements of SEF – system leaders and professional networks. What is essential is to ensure a cost effective approach where there respective roles are undertaken in single visits with a sharing of information between LA and Schools. The approach will enable all the LAs to have access to pedagogy support on a cost effective basis; it is likely that this would be beyond the resource capacity of individual LAs. At the same time it will enable individual authorities to implement internal changes should they consider this to be necessary. This will enable an authority to relate SEF responsibilities to the wider “education service business” and provide integrated support for schools.

BENEFITS	RISKS
<ul style="list-style-type: none"> • Shared ownership between LAs and schools. • Provides a coherent and comprehensive approach and access to a range of complementary services. • Enables SEF responsibilities to be done in an integrated way. • Will enable the “single conversation” to occur and the benefits this can provide for schools; will bring performance management into these considerations. 	<ul style="list-style-type: none"> • Day to day operational control goes to regional service – albeit within commissioned framework. • Can result in cosy relationship with schools and dilute challenge functions. • Intervention in other elements of the education business and in the transformation agenda.

<ul style="list-style-type: none"> • Develops service alignment of operational frameworks and protocols. • Capacity to provide pedagogy powerhouse. • Includes Key stakeholders. • In a common task provides shared data and MIS, and provides knowledge base. • Facilitates development of regional arrangements generally. • Can facilitate transitional arrangements. • Fits with emerging sub regional arrangements. • Implementation can ensure a link between school improvements and inclusion. • Allows for joint commissioning across region. • Will have professional capacity and sustainability. • Provides flexibility and adaptability to meet varying LA/sub-regional needs. • Delivers a full regional service. • Gives knowledge and understanding of both schools and LAs. 	
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(d) The question of regional and sub-regional operational arrangements

(i) Since consideration of a single regional school effectiveness and improvement service that will ensure equality of service across the region is a distinct element of wider regional and sub-regional developments, effective operational arrangements will be crucial.

(ii) Three other matters seem relevant to consideration of sub-regional operational arrangements:

- The importance of recognising the inherent links between a school effectiveness and improvement service and complementary areas such as Inclusion/ALN, behaviour support service, EAL, Education Psychology services, and bilingualism. Close working relationships between school improvement, inclusion/ALN, and the development of the children's agenda will be essential in terms of meeting the needs of young people and their families and in terms of providing coherent support services to schools. It seems likely that some of these services will operate in future on a sub-regional basis.
- At the same time achieving changes by means of an **evolutionary approach and an incremental strategy** has a number of benefits. It builds on strengths, limits disruption, generates acceptance of change whilst retaining commitment to the strategic direction. Limited deconstruction and progressive reconstruction is the key. Consideration of sub-regional operational arrangements will facilitate this.
- The development of a regional service will need to recognise an emerging sub-regional agenda and local differences and aspirations. This will enable the regional service to identify and accommodate cultural and structural differences in the new arrangements. Continuation of the bilingual approach that characterises the work of Cynnal will be a core element whilst its current strengths in this area can be provided to other schools in the region. Ensuring capacity to support and extending bilingualism is crucial, as is adopting and formalising local arrangements that are working well.

(iii) These factors indicate the relevance of considering implementation of a regional service in a way that recognises the feasibility and relevance of sub-regional arrangements in appropriate circumstances. In addition to minimising discontinuity and enabling school improvement developments to evolve hand in hand with inclusion and ALN, this would allow the regional service to progress in a way that reflects the legacy and profile of different LAS; this will enable matters relating to bilingualism to be developed in a way that reflects current strengths; it will also facilitate the challenge function in terms of change. It will be necessary to give further consideration to service delivery in the light of resources available and the potential of local delivery hubs. At the same time it is necessary to recognise that such arrangements do not imply separate structures nor additional management tiers; it is a matter of flexible service arrangements

in the context of an over-riding requirements to ensure cost –effectiveness and achieve economics of scale.

6. FRAMEWORK OF A REGIONAL SERVICE AND ITS RESPONSIBILITIES

(i) The establishment of a regional service is part of wider transformational change in North Wales embracing other regional and sub-regional arrangements. Consequently it will be necessary to ensure that its configuration and responsibilities reflect and complement these changes; it will also be necessary to ensure that the regional service and the corresponding changes in the individual LAs are cost effective, give value for money, and are operationally efficient.

(ii) FRAMEWORK

a) Since a fully functioning sub-regional service exists there seems to be no merit in deconstructing this and starting anew. There are a number of strengths in the Cynnal model which provide a pattern for future development.

b) The existing legal arrangements in terms of its ownership and constitution have worked well and are capable of being adapted to meet the change; consideration should be given to continuing and extending this. This would mean that the legal framework of the regional service would be a company limited by guarantee. However there are alternatives which would ensure LA ownership – a Joint Committee structure or a Community Enterprise Company as recommended by Nick Jarman. Further consideration will need to be given to this matter.

c) Ownership of the regional service will be with the 6 LAs in North Wales. The Company Board will include portfolio holders and Directors/Chief Officers and other stakeholder representation. Policy matters and strategic direction will be the responsibility of the Board. Consequently it is recommended that the key organisational features of the regional service are as indicated in (i) – (vi) below, and that these features are detailed in the formal governance arrangements.

(i) The regional service will be established as a Company and there will be a Company Board.

(ii) A Joint Commissioning Committee comprising of representatives of the 6LAs and their schools will be created. This Joint Commissioning Committee will be accountable to the Board and will have oversight of services and operational matters. There will be a role

for the Consortium in this and alignment matters between the regional service and the consortium will need to be considered.

- (iii) The functions of the regional service will be as recommended in this report (unless changed in due course by the Board) and their application subject to Joint Commissioning arrangements. These functions will become part of the objectives of the Company.
- (iv) Arrangements for the delivery of the commissioned service and operational requirements will be a matter for the chief executive of the regional service.
- (v) These matters will be reflected in the Memorandum and Articles of the Company together with any further matters determined by the Board.

d) The regional service will need to have pedagogic and leadership strengths (not necessarily subject based) and be capable of carrying out a range of tasks encompassing the functions of a school effectiveness core team, together with the functions of a school improvement support team. In order to ensure maximum efficiencies these functions should be undertaken back to back.

(e) RESPONSIBILITIES, CONFIGURATION, AND FUNCTIONS

The fundamental principle is that a regional service will undertake responsibilities for school effectiveness and improvement on an integrated basis for both LAs and schools; this will aim to provide a “one stop shop” quality focused service. Whilst the strategic framework will be a regional matter, sub-regional arrangements will allow variations to reflect local needs. It is suggested that there are 6 interrelated functions and these are outlined below.

The new school improvement service will have, as its remit, the responsibility for enabling schools and local authorities to improve pupil outcomes and wellbeing in accordance with the rigorous standards generated by the Common Inspection Framework (CIF) and the School Effectiveness Framework (SEF).

The six authorities, have already established a Steering Group to develop strategies to meet these requirements and, along with the ADEW Consortium, have embarked on a co-construction approach with the Welsh Assembly Government. This work seeks to guarantee long term sustainability and includes:

- The provision of high quality teaching and pedagogy focussed on student learning, involvement and achievement.

- Strategies and curriculum provision to engage and motivate students and align the work of the school to under strategies designed to improve student wellbeing.
- Developing leadership and accountability based on robust school self-evaluation that is focused on student outcomes.

The initial response by WAG to the work carried out to date has been overwhelmingly positive and the modelling in response to CIF and SEF highly praised displaying depth of thinking and taking account of practical considerations. It is believed that this work represents the foundations of a robust approach to regional working in the future.

In terms of the **configuration** of a regional service the opportunity here is to operate on three principles.

- 1) A single regional service with Sub-regional operational arrangements – where appropriate.
- 2) Professional activity reflecting SEF in its delivery and implementing the requirements of SEF.
- 3) Maximising its pedagogic and leadership by having a balance between full-time and associate staff – such as seconded system leaders.

Principle (1) is addressed in par 5 (d) below; principle (2) is addressed in par 6 below. If principle (3) is accepted then the use and development of system leaders designated by and appointed in conjunction with the LAs will provide flexibility across the region in terms of transitional arrangements and will reduce direct costs. Additionally, there are organisational and professional benefits to this course of action – it enables the regional service to employ on a full time basis a cadre of educators with pedagogic and leadership strengths whilst utilising the services of practitioners as system leaders on a part time and short term basis. This allows the regional service to refresh itself and ensures a dissemination of pedagogic expertise throughout the wider system. Additionally in terms of financial benefits a service based on a minimal number of full time school improvement advisers with responsibilities for a larger number of school than at present, and a SEF focus supported by part time system leaders should deliver considerable efficiencies. A daily rate for system leaders to undertake school improvement work together with a reduced number of full time staff will provide efficiencies. These can be used to facilitate transitional arrangements in the short term and subsequently to meet LA reductions and/or increase resources to schools. If this is accepted then detailed work on profiling the staff and the costs of the new service is necessary.

The **6 functions** are as follows;

(I) Supporting LAs to undertake their statutory functions in relation to school effectiveness by:

- Monitoring the work and performance of schools on the basis of a range of evidence and reporting on this.
- Challenging schools on the basis of whole school performance and provision, and in relation to individual learning programmes and pupil support arrangements so as to drive improvement in pupil outcomes.
- Intervening in the provision made by a school when necessary, and supporting schools in difficulty and those with serious weaknesses.
- Facilitating the use and interpretation of data to ensure intelligent accountability.

(II) Provide Support for both LAs and Schools (jointly and separately as the case may be) in School Improvement activity by:

- Supporting schools to address issues of school effectiveness/improvement and pupil outcomes.
- Providing advice and support for pedagogy (learning, teaching), leadership and management, and in intelligent accountability and professional development. (Self evaluation, assessment and monitoring).
- Developing and deploying, on an associate basis, system leaders and progressing proactively the system leadership agenda.
- Facilitating and supporting where required networking and networks of professional practice.
- Addressing issues of concern in schools and LAs and supporting schools needing significant improvement.
- Provide expertise on IT (Curriculum & Pedagogy) and VLE

(III) Specifically undertaking responsibility for the Implementation of SEF and for CIF accountability by:

- Providing and developing staff expertise and organisational knowledge in pedagogy and learning.

- Supporting school self evaluation.
- Supporting the LAs and schools in exercising their responsibilities in relation to SEF – including improvement in pupil outcomes and their wellbeing.
- Ensuring that all the activities of a regional service are undertaken in the context of SEF.
- Facilitating the development and work of Professional Learning Communities.
- Providing Support for, and addressing the needs of, Schools Causing Concern.
- Contributing to preparations for Estyn inspection of individual schools and other surveys.
- Making arrangements for continuous professional development through courses, brokerage, collecting and disseminating good practice, and developing a regional Portal.

(IV) Making provision for the development, maintenance, and review of regional frameworks on a commissioned basis, to include:

- Protocols.
- Operational guidance and documentation.
- Documentation and bulletins.

(V) Providing a centre of expertise for MIS service and for the management analysis and interpretation data

(VI) Provide a specialist centre for Education Management matters and an Education Human Resources Service to provide expertise and advice.

Whilst the responsibilities indicated above provide a framework for the regional service arrangements would need to ensure that the needs of individual authorities and schools were reflected in service provision; this will be the responsibility of the Joint Commissioning Committee. If these functions are to be the responsibility of a regional service then it should not be involved in other activities unless specifically commissioned.

7. IMPLICATIONS OF THE NEW ARRANGEMENTS

(a) In relation to individual local authority members

(i) Implementation of the proposal to establish a regional service does not dilute the role and responsibilities of individual LAs in relation to school effectiveness and school improvement. The statutory responsibilities continue to apply to the LAs; the proposed change relates to the arrangements for exercising these as indicated in the body of this Report. As indicated above the key facts determining these are:

- The regional service company will be in the ownership of the six LAs.
- The proposal determines the functions and responsibilities of the company (see par 6 above) and formal governance arrangements will be in place.
- Oversight of the way the company carries out these functions will be with the Board of the company whose membership will include portfolio holders and the individual directors of education/chief Education officers of the six LAs.
- The Joint Commissioning arrangements ensure that the requirements of the LAs provide a framework for the company's activities and determine the functions and responsibilities allocated to the company.
- Reports to Overview and Scrutiny Committees will be programmed on the basis of policy and strategic matters and planned through the individual LAs.
- Overview and Scrutiny Communities would still have the opportunity to request specific reports on matters relating to school effectiveness and over the company's operational arrangements. It is understood that the Cynnal model already has reporting arrangements in place and these provide a pattern for the future.

These arrangements ensure that political accountability remains with local members; in fact, this change strengthens local accountability by ensuring that local members become advocates for children and champions for community needs.

(b) In relation to individual local authority education services

Since the regional service will undertake responsibilities for school effectiveness and school improvement individual education services will need to reflect this in their arrangements for doing the “education business” within corporate authorities. Duplication will be neither feasible nor affordable. Directorate staff will be primarily concerned with the delivery of statutory duties and not assigned to school improvement. In addition to undertaking normal statutory responsibilities it will be necessary to undertake specific tasks during the transition period. These will include the following:

- Developing commissioning capacity and expertise and undertaking an advocacy and quality assurance role; Nick Jarman’s “new shape”.
- Planning for the impact of greater resource delegation and increasing school autonomy.
- Making arrangements for establishing sound and productive relationships between the regional service and the local education service and with other corporate services that currently provide services to schools.
- Considering the impact of the changes on directorate staff in relation to size and resource availability.
- Contributing to arrangements for harmonisation of services and the development of common frameworks, protocols and policies.
- Make arrangements to ensure that commissioning expertise is developed and that this reflects the advocacy role.
- Ensuring that the new arrangements provide a coherent service to customers and schools – in particular matters relating to inclusion, ALN, and well being.
- Reflecting the new arrangements in the partnership agenda – especially the CYPP.
- Managing stakeholder relationships and briefing stakeholders – especially governing bodies.

7 (c) In relation to school responsibilities

Both the implementation of SEF, the requirements of CIF, and also the changes in delegation and school autonomy will require clarity on the obligations placed on schools. School responsibilities will include:

- Exercising effectively and within the provision of common frameworks current responsibilities in relation to curriculum and well being, school improvement, self-evaluation.
- Contributing to the regional service and supporting partnership working.
- Undertaking specific responsibilities under SEF and contributing to the implementation of SEF in accordance with Consortium arrangements.
- Meeting the requirements of CIF.
- Absorbing the increased responsibilities that come with greater delegation and autonomy.

7 (d) In relation to transitional arrangements

As indicated in par 4 (d) above implementation of the proposal will require the regional service to be operational by September 2012. Since consultation will be undertaken between January and March 2011 prior to a final decision at that time, transitional arrangements will need to be in place from April 2011. The establishment of a project team will enable preparatory arrangements to commence swiftly – Important for successful implementation of a change that has implications for a range of stakeholders and an impact on a wide range of activities. These include governance arrangements, policy harmonisation, human resource issues, service adaptations, and the development of training proposals. Effective management of change will be a key determinant of its success and will provide reassurance for those affected.

7(e) In relation to governance arrangements

The drafting of governance documents and the specific elements depend on decisions relating to the substantive proposal. If approved, governance arrangements will have to encompass the following matters:

- The functions and responsibilities of the regional service.
- System alignment requirements including the obligations of schools, LAs, and other stakeholders.
- The membership and responsibilities of the Company Board.
- The role and responsibility of the joint commissioning / management committee and its membership.

7(f) In relation to Resources

It will be necessary for the regional service and the consequential system alignment changes to provide economies of scale, to be cost effective, and to contribute to the financial savings required of LA services in future years. This proposal, with its focus on an integrated approach and elimination of duplication will be cost effective. Preliminary analysis of the current advisory complement across the 6LAs and a comparison of this within the service staffing ratios indicated by Nick Jarman indicates that financial savings can be achieved. The extent of these savings will depend on implementation of the regional service, the consequent changes in directorate staffing, and the avoidance of duplication.

8. Recommendations

The evidence in this report indicates that there are potential benefits in establishing a single regional school effectiveness and improvement service to operate in part on a sub-regional basis. The report also indicates the benefits of ensuring that the regional service undertakes SEF responsibilities and reflects these in its operational arrangements. It is proposed that transitional arrangements build on current strengths and that changes are implemented incrementally, at the same time Sub-regional arrangements need to ensure that local diversity and variations are considered, and limit disturbance and any deconstruction.

It is recommended that the Board considers:

- (1) Receiving and approving this report.**
- (2) Proceeding with the establishment of a single integrated regional service to undertake the functions detailed in par 6 above.**
- (3) Adopting option 5 (c).**
- (4) Adopting the proposals for implementation outlined in par 4 and par 7 above.**
- (5) Approving a transitional period for implementation and the establishment of a project team.**

**NORTH WALES REGIONAL PARTNERSHIP BOARD
EDUCATION AND RELATED SERVICES PROGRAMME BOARD
PROPOSED REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT SERVICE
CONSULTATION QUESTIONS**

- Is the rationale for developing a regional service clear?
Are there other matters you wish to suggest for consideration?

- Are the proposals and arrangements for establishing and operating a regional service suitable and relevant? Are there any modifications you would like to suggest?

- Is the proposal for a single integrated service as indicated in Option (c) a reasonable approach? Are there any amendments or additions you would like to suggest?

- Are the proposed core functions of a regional service appropriate? Do you have any suggestions for further matters to be included?

- Do you consider that effective commissioning arrangements are crucial to ensure that the needs of schools and LAs are reflected in the services?

- Do you consider that the benefit for schools, pupils, and LAs clear? Are there any further matters you would like to suggest?

- Do you consider it important to ensure that there are opportunities to reflect appropriate local aspirations in any implementation and operational arrangements? Are there other matters you would like to suggest?

- Are there any observations you would wish to make about the proposed Framework of the regional service and the obligations on/implications for stakeholders?

Name:

Address:

LA:

Please hand the form in at the end of the consultation meeting or forward to The Consortium Office, Education Department, Council Office, Caernarfon, Gwynedd LL55 1SH (consortium@gwynedd.gov.uk)

Thank you.

CONSULTATION PROCESS AND CONSULTATION RESPONSES

Between January and March 2011, the following consultations took place:

- * Corporate Executive Team
- * Senior Leadership Team
- * Cabinet Briefing
- * Lifelong Learning Scrutiny Committee – A report in January and subsequently in March
- * A meeting of Departmental staff both within School Improvement and Inclusion and Modernising Education
- * A meeting of all six school clusters
- * A meeting for Primary Headteachers
- * A meeting of the Secondary Headteachers Federation
- * A meeting of the Governors Forum
- * A number of regional meetings took place as part of the consultation exercise which involved the teaching and non-teaching unions, a selection of Governors across the region, together with a meeting of the co-ordinators for the Children & Young People Partnerships.

A summary of the responses following consultation has been included below:

The Product of Consultation

- (a) In general there is substantial support for the proposal and recognition that the direction is sound. It is also the case that Option C “a regional service encompassing the responsibilities of local authorities and schools” was accepted as a sensible model.
- (b) It is understood that consultation throughout the region has indicated that consultees understood the need for collaborative working across authorities in North Wales and considered it prudent to proceed with the establishment of this regional service.
- (c) It is also understood that the evidence from the Focus Group Meetings, the questionnaires returned, and from consultation with colleagues in this authority confirms the acceptability, sense and focus of the strategy – encompassing not only the establishment of a regional service, but its functions and its framework.

Some matters requiring clarification were raised during the consultation. The legal form of the regional service will require further consideration and detailed work will need to be done on a number of matters – financial arrangements, HR matters, the implications for wider systems alignment.

- (d) Observations made by colleagues in this Authority include the following:
 - * that the general rationale and direction of travel was appropriate
 - * the need for sound quality assurance mechanisms
 - * concern regarding losing the support of the designated link officer as at present
 - * that the development of a commissioning approach was welcomed
 - * that there is a need for some flexibility within an SLA
 - * that it provided an opportunity to share expertise/good practice more widely e.g. within the concept of a Professional Learning Community (PLC)
 - * concerns relating to tight timescales
 - * the core functions as outlined is appropriate as long as there will still be access to a designated link officer

- * the good work of current advisers should not be lost in the change process
- * the differing needs of Authorities and schools should be catered for
- * support for the availability of additional bilingual support provision
- * the need for detailed involvement of schools in the operational details
- * the importance of getting a common ICT platform established
- * some concerns over workload issues, particularly in small schools, stemming from the commissioning approach
- * consideration should be given to allocating funds to clusters of schools to commission services
- * how will support entitlement for schools be calculated

[As not all responses are yet in, a verbal update will be provided at the meeting with any additional comments received from schools or governors]

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR Sharon Frobisher

LEAD OFFICER: Ben Wilcox-Jones

DATE: 11/03/2011

SUBJECT: Dee Valley Cycle Route

1 DECISION SOUGHT

To seek approval to commission British Waterways to resurface the Llangollen Canal Towpath between Llangollen and Trevor for use as a cycle route.

2 REASON FOR SEEKING DECISION

In financial year 2010-11, Denbighshire County Council received £30,000 of funding for a feasibility study to investigate the potential for a cycle route along the Dee Valley. This funding was provided from the TAIH Regional Transport Plan Grant (RTPG), which is financed by the Welsh Assembly Government.

The feasibility study was a joint project undertaken in conjunction with Gwynedd County Council with the aim of identifying a continuous route from Pontcysyllte to Barmouth. Gwynedd received RTPG funding for their section of the proposed route. The total value of the feasibility study was circa £42,000.

The aim of the project is to provide a continuous cycle route from the World Heritage Site at Pontcysyllte to Barmouth on the west coast. The route will pass through many Denbighshire towns and villages such as Llangollen, Corwen, Carrog, Cynwyd and Glyndyfrdwy. Most of the route will consist of a traffic-free path for cyclists and pedestrians and will be popular with locals and visitors to the area.

Owing to significant programme slippage on the construction of other transportation projects in the TAIH region, additional funding became available late in financial year 2010-11. This funding was offered for accelerated spend on other RTPG projects and TAIH invited Councils to submit bids for this.

The Dee Valley feasibility study had identified an 8 kilometre section of canal tow path in the Llangollen area that would only require resurfacing for it to be made suitable as a cycle route. An estimate was obtained from British Waterways, who own and maintain the path. The value of this estimate was £648,000. This cost was based on the rates for their term contractors who had provided these rates by competitive tender.

Owing to the level of funding available and the need for the work to be completed and invoiced in financial year 2010-11, Denbighshire submitted a bid for £228,000 of funding to complete a 3 kilometre section of the route on the east side of

Llangollen. This bid was successful and the work is in progress at the time of writing. In order to seek approval to award £228,000 directly to British Waterways, a delegated decision report was produced and signed off in accordance with Contract Procedure Rule 10.1a and 10.2b.

TAITH has now indicated that further funding for this project is likely to be made available in financial year 2011-12. This funding is likely to be in the region of £125k. It is also anticipated that the project is likely to secure further funding in ensuing years when slippage occurs elsewhere in the region.

Any significant further award for this project will take the value of it above the £250,000 threshold. This means that Cabinet approval in accordance with CPR 10.2c must now be obtained before any further work on this project can be procured. This approval is now sought.

Please note that all work undertaken to the canal tow path must be undertaken by British Waterways (BW) and their term contractors. BW has already been through a tendering process to select the contractor.

3 POWER TO MAKE THE DECISION

Contract Procedure Rules 10.1a and 10.2c.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

The 8 kilometre length of cycle path consists of the following phases:

Phase 1a (Llangollen to Bryn Howel)	£228k (funded in 2010-11)
Phase 1b (Bryn Howel to Pontcysyllte)	£206k
Phase 2 (Llangollen to Pentrefelin Falls)	£47k
Phase 3 (Llangollen urban section)	£167k

4.2 Staffing / Accommodation Implications:

All design, consultation and supervision for the introduction of the proposed crossing has been undertaken by British Waterways staff.

4.3 IT Implications:

No Impact

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

There are no direct risks associated with not agreeing to the recommendations. A failure to agree would, however, see the loss of an excellent opportunity to invest in cycle infrastructure in the south of the County. Investment in this has the potential to produce a very popular route for residents and visitors.

The tow path is owned and maintained by British Waterways; hence any future maintenance costs resulting from a failure to resurface the tow path now would be met by them.

5.2 Risks associated with agreeing the recommendation/s

Providing that the Council procures the work in accordance with the Contract Procedure Rules, there are no foreseen risks to the Council.

All future maintenance costs and any cost overruns will be met by British Waterways.

6 CHIEF FINANCIAL OFFICER STATEMENT

The exemption sought is valid in this case. The total cost of the works is funded externally so there should be no cost implication to the council.

7 CONSULTATION CARRIED OUT

As the lead authority for the proposed scheme, British Waterways have undertaken all of the requisite consultation work. This includes the granting of Scheduled Ancient Monument Consent by CADW.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

Priority: Regenerating our Communities.

Outcome: Growing Denbighshire's Economy Sustainably

The proposed cycle route will provide an attractive cycle route for residents and visitors and will complement other cycle routes and attractions in the County.

Priority: Roads and Flood Defence.

The proposed route will provide a traffic free route for pedestrians and cyclists which will improve road safety.

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

By increasing the opportunities for members of the public to utilise sustainable modes of transport as they undertake their daily utility/recreational trips, Denbighshire County Council will be committing to a long term investment to the environment and to public health. The environmental and health benefits associated with increased levels of walking and cycling are well known. At the most basic level, increasing instances of journeys made via sustainable modes of transport will have a direct benefit on the environment. The social and cost benefits associated with a healthier population have also been well documented.

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation

The construction work associated with the re-surfacing works will itself have a slightly negative impact with regard to climate change. However this will be off-set by the environmental benefits associated with significant increases in instances of walking and cycling that will result from the proposed scheme.

8.4 Assessment of Impact on NERC Act Biodiversity Duty:

This scheme which entails a like for like replacement is likely to have a neutral impact on biodiversity

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Submit Cabinet report for approval	18/03/2011	
Submit Business Case for Capital Strategy Group approval	22/03/2011	
Obtain Cabinet approval	29/03/2011	

10 RECOMMENDATIONS

Approval to proceed with the proposed scheme is granted by Cabinet.

Report To: Cabinet

Date of Meeting: 29 March 2011

Lead Member / Officer: Cllr David Thomas, Lead Member for
Regeneration, Tourism & Housing

Report Author: Graham Boase,
Head of Planning, Regeneration and
Regulatory Services

Title: Etape Cymru Cycling Event

1. What is the report about?

Etape Cymru is a proposed cycling event, taking place along 90 miles of Wrexham and Denbighshire roads on Sunday 25 September 2011. The organiser has approached Denbighshire County Council to request that sections of roads be closed for periods of up to 4 hours.

2. What is the reason for making this report?

A decision is required on temporary road closures, for up to 4 hours per section, along 70 miles of Denbighshire roads – as identified in Appendix 1

3. What are the Recommendations?

- That cabinet supports the Etape Cymru event so as to bring economic benefit to the county and help position the area as a nationally recognised cycling destination, meeting aims set out in the Cycling Centre of Excellence project. To enable this key event to take place it is necessary to allow a programme of rolling road closures along a designated route through south Denbighshire, for a period of up to 4 hours on Sunday 25 September 2011. Cabinet support in principle is sought, subject to local consultation with potentially affected businesses and town & community councils.
- That the Lead Member for Regeneration, Tourism & Housing is given authority to take a decision following the programme of consultation as outlined in Appendix 3

4. Report details.

Denbighshire County Council has been approached by K-Extreme, a cycling event organiser, who is planning Etape Cymru, a proposed 'closed road' cycling event in the area on Sunday 25 September 2011. Whilst the start and finish of the event will be in Wrexham, approx 70miles of the route will showcase Denbighshire's superb cycling country. The target audience for the

event will be as yet a relatively untapped market, from parts of Britain we as an authority, cannot often afford to reach. This audience would bring direct economic impact to the Llangollen area, with overnight stays on 24 September. Registration for the Sunday event will take place on the Saturday, thus encouraging cyclists to stay in the area overnight in preparation for the early Sunday morning start. Indirectly, there is an opportunity to encourage future repeat visits, and given the target number of participants being 3500, along with friends and family who would accompany them, the opportunity to showcase our area to a new audience should not be underestimated.

The event would also provide the opportunity to promote the excellent cycling offer within the county, with one of the UK's best Mountain Bike Centres at Llandegla, the recently opened BMX and road circuit at Marsh Tracks and the ridetheclwyds network. Exhibition materials are currently being prepared which would enable the Denbighshire cycling offer to be promoted along the route. Subject to Denbighshire County Council giving approval for this event to take place, a publicity plan would be drawn up and agreed with the organiser to ensure that tourism and cycling information about Denbighshire is appropriately promoted on the event web-site, in media and in pre-registration packs.

The event could also be used within Denbighshire to promote the active lifestyle agenda and to encourage people to take up exercise and recognise the facilities that are available on their doorstep.

Concept

To provide a closed road cycle sportive, potentially the centrepiece of a range of annual sporting events that would be of interest to a national audience. The event will be open to initially 3500 entrants. In future years this could be increased to 5,000 or more. The event would cater for all cyclist levels with 3 distances available.

Both Wrexham County Borough Council and The Welsh Assembly have expressed support for this concept with particular emphasis on bringing sport events of national interest to north Wales. This event will be an all encompassing event with estimated economic benefit to Wrexham and rural Denbighshire of up to £1.2m.

Background

Long distance 'closed road' cycle events ('Etapes') have been firmly established in Europe for many years with events attracting up to 10,000 entrants. Examples include:

- L'Etape du Tour: Entrants complete one stage of that year's Tour de France.
- La Marmotte: Entrants complete a set route of 184km covering 4 classic Cols (mountains) finishing on Alpe D'Huez.

In the UK, there is only one 'closed road' event - Etape Caledonia - an 81 mile route based in Perthshire. This event caters for 3500+ cyclists and sells out in days with the majority of entrants travelling hundreds of miles to participate.

With recent success of British cycling at the Olympics and at the Tour de France - participation in cycle sportives on 'open' roads (i.e. traffic) is increasing. Such 'open' road sportives are held throughout the summer with the larger ones (i.e. the Dragon Ride in Bridgend) easily attracting 3,500 entrants.

The Proposed Event....

....would be held on Sunday 25 September, 2011, a time where many cyclists are looking for an end of season finale. The organiser has agreement with Tetrapak for the event to start from their site on the Wrexham Industrial Estate. The event will have 3 routes in order to cater for the widest spectrum of participant's namely:

30 miles: Beginner cyclist, family, fun participants

60 miles: Intermediate cyclists

94 miles: Experienced cyclists

The intention is to make this event one of the premier events of the cycling calendar with the following attractions:

- A challenging route with spectacular scenery going over 4 of the best known hill climbs in the UK
- Food & drink stations at 15, 30, 45, 60 and 75 miles providing cakes, gels, sports drinks, bananas, etc and spectator opportunities.

Route (see Appedix 1)

The proposed route, which has been planned in association with a local cycle club (Fibrax Wrexham Roads Club) encompasses what is believed offers the best road cycling in the area whilst keeping disruption to the local road system to a minimum.

The closed road effect will further be minimised by the provision of a rolling closed road system. Apart from around the start / finish area, sections of the route can be opened up after only a few hours as all the competitors will have passed through in a specified time period (i.e. the whole route does not need to be closed all day). The route includes landmark hills that are well known by cyclists – they are all featured in the '100 Best Cycle Climbs in the UK' and would be a particular feature of the event.

5. How does the decision contribute to the Corporate Priorities?

Denbighshire is a quality destination for cycling, which as yet is fairly undiscovered, and has a great opportunity to benefit economically from the growth seen in the activity tourism sector. Regeneration is one of the council's corporate priorities.

Significant parts of the county, along with parts of Conwy, have recently been designated the North Wales Cycling Centre of Excellence, with the aim of *creating an area acknowledged nationally as an outstanding all year round destination for road and off-road cycling and outdoor activity for all in*

outstanding and contrasting scenery.

The Cycling Centre of Excellence project is part of Visit Wales' vision to create exemplar tourism areas through a significant investment programme, funded by the European Regional Development Fund. Denbighshire County Council is the lead partner for the North Wales Cycling Centre of Excellence project, which is an innovative public / private sector partnership across Conwy and Denbighshire.

6. What will it cost and how will it affect other services?

The event organiser is not requesting financial support from Denbighshire County Council. As at 20/3/11 – costs of the requested highway closures are still being calculated – but it is anticipated that all costs would be met by the organiser.

Denbighshire County Council's Biodiversity Officer has had sight of the proposed route, and is satisfied that most of it steers well away from protected sites. However, there is a small section adjacent to the Berwyn and South Clwyd Mountains SAC and the Ruabon and Llantysilio Mountains SSSI which would need to be given particular attention when it comes to looking in more detail at the route and the activities along it e.g where people might congregate - refreshment stands / check in points / designated spectator areas.

7. What consultations have been carried out?

Since this request has been made, full consultation has not yet been possible. However, several officers from Denbighshire County Council's Highways, (inc Streetworks and Public Transport) Regeneration & Tourism and Countryside services, and the Cycling Centre of Excellence project team have provided comments, and discussions are still taking place with the organiser in terms of potential highway closure and its cost.

The intention is to conduct consultation with all relevant county councillors, town & community councils and businesses in areas potentially affected by the planned road closures.

Chief Finance Officer Statement

Any additional costs incurred by the Council should be reimbursed by the event's organisers.

8. What risks are there and is there anything we can do to reduce them?

- Potential loss of visitors / income to local businesses
- Potential temporary disruption and inconvenience for local residents

Both above risks should be managed through effective and timely consultation and communication regarding the economic benefits. If the risks are managed well, the opportunities this event could bring would be significant, through:

- Helping to position the area as a Cycling destination, as per our agreed aims for the Cycling Centre of Excellence
- providing opportunities to promote cycling routes and facilities in Hiraethog / Llyn Brenig , Coed Llandegla and Ridetheclwyds.com
- providing opportunities to showcase and promote the county's scenic landscape within media and web coverage
- bringing in staying visitors to south Denbighshire, particularly the Llangollen area, and given the expected number of participants, a good opportunity to promote future repeat visits
- bringing potential spend from spectators at selected points on route who could spend in shops and cafés that may be open

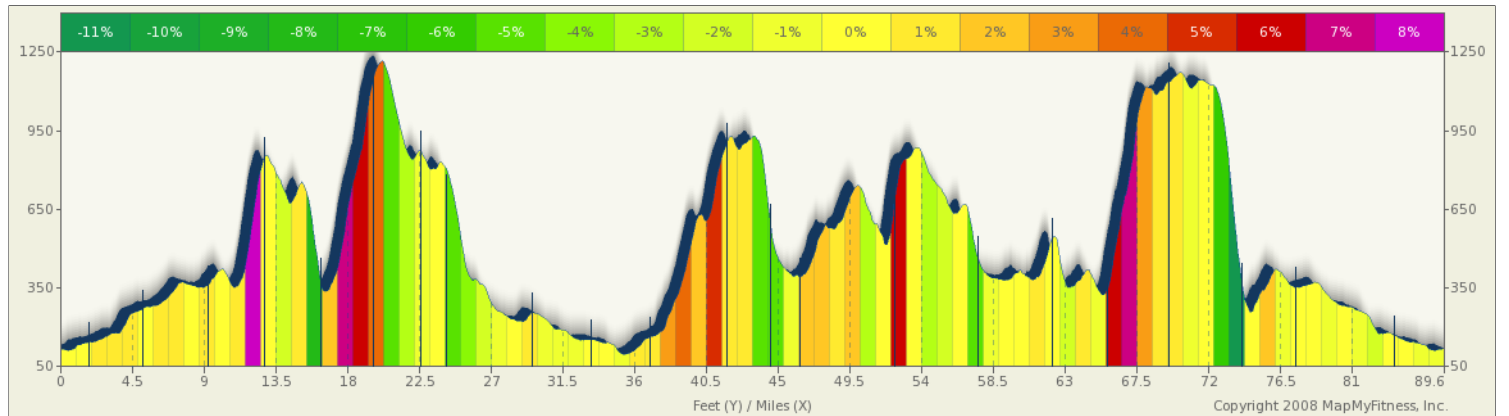
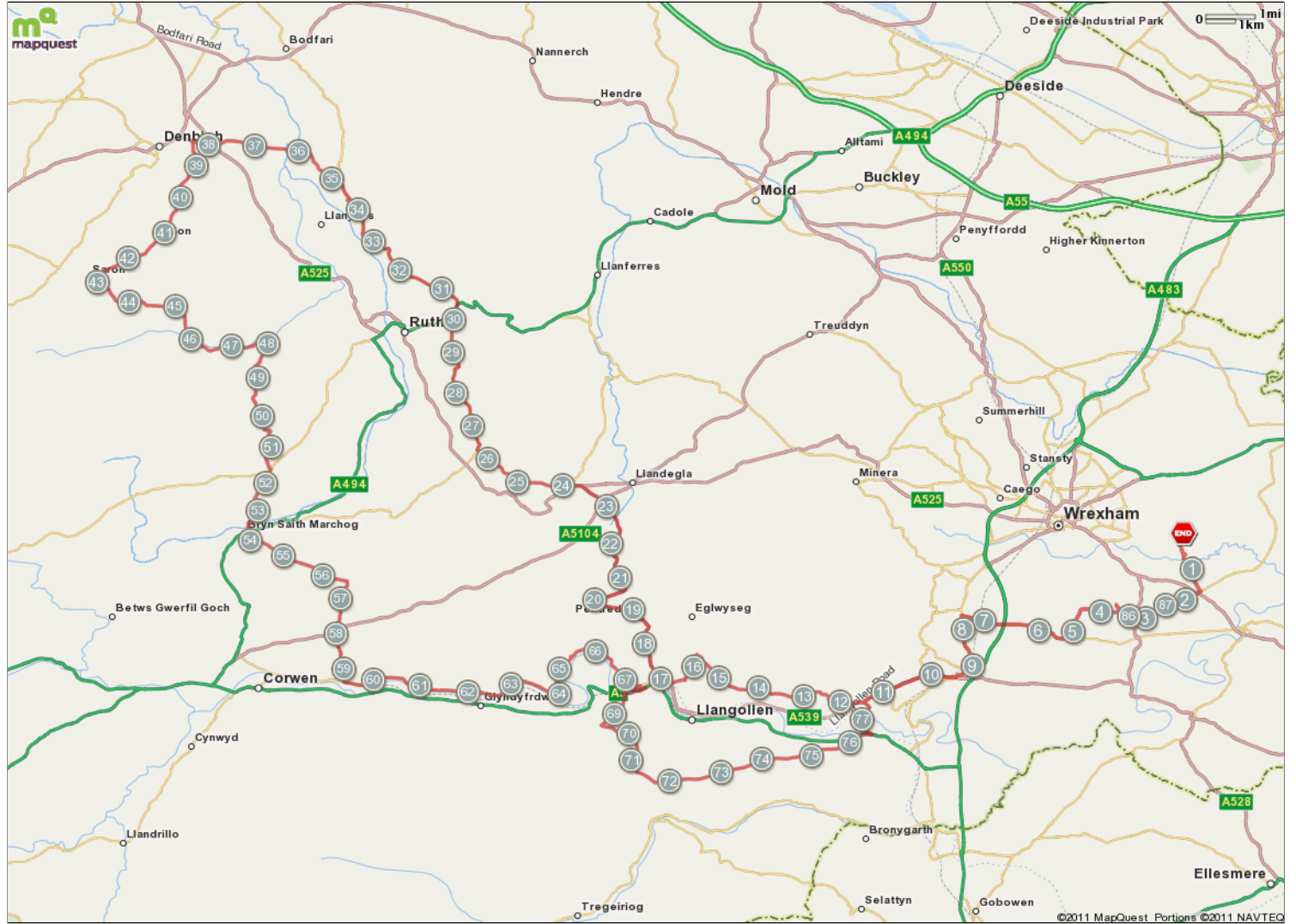
9. Power to make the Decision

Section 2 of the Local Government Act 2000 (for the promotion or improvement of the economic, social or environmental well-being of a local authority area)

02/17/2011 Etape Cymru Route

Starts In Abenbury, United Kingdom

89.41 miles



Description
Etape Cymr

Appendix 2

Comments from DCC officers:

- 1) I believe that the proposed event can only be viewed in a positive light in terms of promoting North Wales as a an accessible and viable location for recreational cycling. It is easy to conjecture that the majority of the economic benefits would accrue to Wrexham and the majority of the disruption and disadvantages needing to be considered will fall to Denbighshire. As such, to maximise the benefits for Denbighshire, I believe that we should suggest to the organiser that the start/finish point for the event should alternate each year i.e. it starts/finishes in Wrexham this year but alternates to a location in Denbighshire next year.
*Ben Wilcox-Jones, Senior Engineer –
Sustainable Transportation, Highways and Transportation Department*

- 2) The Etape Cymru event is the type of high profile activity the North Wales Cycling Centre of Excellence Project would like to see becoming established in the area as an annual event. The route of the Etape Cymru event is centred on the area included within the North Wales Cycling Centre of Excellence, although starting and ending this year in Wrexham.

The event would provide the opportunity to promote the excellent cycling offer within the county, with one of the UK's best Mountain Bike Centres at Llandegla, the recently opened BMX and road circuit at Marsh Tracks and the ridetheclwyds network. Exhibition materials are currently being prepared which would enable the Denbighshire cycling offer to be promoted along the route.

The event could also be used within Denbighshire to promote the active lifestyle agenda and to promote people to take up exercise and realise the facilities that are available on their doorstep. Consideration could also be given as to how local communities could benefit from the road closure, for example a short races or fun-runs.

*Helen Mrowiec
Senior Recreation Officer and Cycling Centre of Excellence Project Manager*

- 4) The principal direct economic benefit would appear to be from entrants and spectators staying at holiday accommodation in the county on Saturday 24th September. The principal indirect benefit would be from the exposure which the area would get from media coverage. Denbigh is the only town centre on the route where local services might benefit from purchasing of goods and services by spectators. Minimising road closure times where the route cross arterial roads serving the area together with comprehensive advanced signage both it terms of time and distance from these points would help to reduce any adverse impact upon regular levels of business on a Sunday afternoon.

Mark Dixon

Principal Regeneration Manager, Planning, Regeneration & Regulatory Services

- 5) From the map you provide, the routes looks like it will have very minimal affect on Sunday bus services. It does cross a couple of routes in a couple of places and I assume that traffic, including buses, will be able to carry on near enough as usual.

The date is probably the last day of the summer 2011 Clwydian Ranger and we will need to plan for any disruption as in previous years, we will probably be using the Bwlch yr Oernant road.

It looks like the biggest impact will be between points 7 and 11, in Wrexham which, in turn, will affect Llangollen and the service to Barmouth. I am copying a Wrexham colleague in.

Peter Daniels

Section Manager Passenger Transport

- 6) I concur with the views expressed of the advantages and disadvantages to Denbighshire of such an event. Having experienced closed roads during the Tour de France in England on 2 occasions there were clearly winners and losers in the local community. These Etape events are not competitive. As non competitive rides they lack the impact an immediate spectator opportunity to local residents that a road race provides ,but they do give access to a wide range of cyclists, often from within the local community to enjoy a personal challenge and so often their appeal is the opportunity it gives the average non sportsperson as an experience.

Undoubtedly the cream of the revenue raised by the event will be skimmed off at Wrexham. The cost of such road closures would normally fall on the organiser of an event. I do not think it unreasonable in the circumstances if Wrexham are assisting or encouraging the organisers to come to Wrexham they should pick the tab up if the organisers are unwilling to, unless our own local communities are in a place to be willing and able to benefit from taking advantage of the road closures for local promotions to coincide with the challenge. Other things we could do is to try to secure reduced entry fees for DCC residents. With the opening of Marsh Tracks in Rhyl next month they have already announced 27 Cycling Crits on the new road track this summer and this will lead to some increase in numbers of local cyclists taking up competitive cycle sport and enhance the visibility of cycle sport in the North of the County.

That is not to say opportunities might arise if the event passes though towns like Ruthin at a half way point as it might attract the friends and families of competitors to turn up on route to support family members on the ride and bring revenue into Ruthin. Otherwise the competitors are unlikely to stop on route and we can only rely on the value of

promotional material confirming what we know about the likely superiority of our roads in a national context for the holding of such events which is no doubt part of the attraction for the organisers.

There is already a regular Etape event of national significance held every year in Scotland <http://www.etapecaledonia.co.uk/> that has played a significant part in promoting tourism and bringing greater attention to the destination for cycling throughout the year.

*Adrian Walls MIPROW
Highways Information Manager, Highways & Infrastructure*

Initial request from the organiser -

As emphasised, we are very much looking at this as being a **partnership** whereby the route highlights the best of Denbighshire and causes the least disruption.

With regards promoting Denbighshire more, some ideas are:

- Shorter / Family friendly Route

We were going to incorporate a 30 mile route into the Etape - if we incorporate this but starting & finishing in Denbighshire then Denbighshire would then have its own event utilising much of the existing route so ensuring disruption is kept to a minimum. The Co-op, who are primarily based in Denbighshire, could be persuaded to get behind this route & we could then make the start / finish area as a family event.

- Horseshoe Pass Hill challenge

This would be held on the Saturday and would be open to all participants of the Etape. This would mean that participants would be encouraged to visit & stay in Denbighshire (again Wrexham does not have anywhere close to the hotel rooms needed to cater for this event).

At present we have the following companies seeking involvement in the event: Tetrapac, Co-op, Airbus, Arriva, Lease Direct, St. James Capital, Zipvit, High 5.

Gareth Morris 07976 623004
K-Extreme

Appendix 3 – Etape Cymru Cycle event – Cabinet report 29/3/11

Timetable for consultation

Who is to be consulted?	Method?	When?
Denbighshire County Council staff in Highways, Regeneration, Countryside and the Cycling Centre of Excellence team	Meetings E.mails Telephone	21 Feb – 25 March
Denbighshire County Council Cabinet members	Report to Cabinet	29 March
Denbighshire County Councillors in areas affected by proposed road closures	In writing (bilingual)	30 March – 27 April
Town & Community Councils in areas affected by proposed road closures	In writing (bilingual)	30 March – 27 April
Businesses in areas affected by proposed road closures	In writing (bilingual)	30 March – 27 April
Public notice in Denbighshire Free Press and Wrexham Leader	Public notice (cost to be passed on to event organiser)	w/c 4 April, inviting objections or comments by 6 May
Lead member for Regeneration, Tourism & Housing to consider consultation feedback and responses and take final decision on event support.	Meeting	w/c 9 May 2011

Consultation communication will outline the proposed closed roads with rolling times, along with perceived benefits of the event taking place in the county.

AGENDA ITEM NO: 12

CABINET: FORWARD WORK PROGRAMME

26 APRIL 2011	
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
Strategic Youth Justice Plan and Inspection Report	Councillors S Frobisher and M M Jones Emma Rathbone
Integration of Parking Services Teams CCBC and DCC	Councillor S Frobisher S Davies / Mike Graham
To declare Pen y Maes Farm, Brookhouse, Denbigh surplus to requirements	Councillor P J Marfleet D Mathews
Amalgamation of Junior and Infant Schools in Denbigh	Councillor E W Williams H Williams
New Work Connections: Mental Health Element	Councillor P A Dobb Carina Edwards/Gwynfor Griffiths
Recommendations from Scrutiny Committees	Scrutiny Officers
24 MAY 2011	
Revenue Budget Monitoring Report 2011 -2012	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 G Boase / M Dixon
Edeyrnion Area Review: Recommendations for formal consultation	Councillor E W Williams H Williams / H Vaughan Evans
Phase II Construction of the Foryd Harbour Walking and Cycling Bridge	Councillor S Frobisher / Councillor D A J Thomas S Davies / Bob Humphreys
Recommendations from Scrutiny Committees	Scrutiny Officers
Strategy for Area / Town Plans	Councillor H H Evans G Boase
JUNE 2011	
Revenue Budget Monitoring Report 2011 -2012	Councillor J Thompson Hill P McGrady
Final Accounts 2010-2011	
Annual Council Reporting Framework (ACRF) – The Statutory Director of Social Services will be responsible for publishing an annual report setting out her assessment of the effectiveness of social care services and priority areas for improvement in the year ahead	Councillors P A Dobb / M M Jones S Ellis / C O’Gorman

Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys
Selection of Preferred Bidder - N E Wales Regional Food Waste Treatment Project	Councillor S Frobisher S Parker / J Espley
Recommendations from Scrutiny Committees	Scrutiny Officers
JULY 2011	
Revenue Budget Monitoring Report 2011 -2012	Councillor J Thompson Hill P McGrady
Recommendations from Scrutiny Committees	Scrutiny Officers
SEPTEMBER 2011	
Revenue Budget Monitoring Report 2011 -2012	Councillor J Thompson Hill P McGrady
Treasury Management Update	Councillor J Thompson Hill P McGrady
DCC Annual Report 2010-2011	Councillor H H Evans A Smith / T Ward
Recommendations from Scrutiny Committees	Scrutiny Officers

REPORT TO CABINET

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

DATE: 29th March 2011

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 approve capital projects in relation to the Bee & Station, Rhyl and an extension to Ysgol Dyffryn Ial, Llandegla (Appendix 4 – Part II Item)
- 1.4 To note the latest Housing Revenue Account and housing capital position for 2010/11 as detailed in Appendices 5 and 6.

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. To be consistent with previous budget reports and planning assumptions, this report and those to the end of the financial year will retain the four directorate block presentation. All budget reports relating to 2011/12 will be presented taking account of the new corporate structure. Appendix 1 details a projected revenue under spend of £220k, excluding the schools' delegated budgets. This is £45k less in total than was forecast last month – the main movement has been on winter maintenance costs. The revenue budget forecasts assume a neutral impact for single status payments in this financial year.

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 with some pressures funded from reserves. Details are as follows:

a) There remain ongoing pressures on specialist placement budgets in Children's Services. The cost of these creates an additional pressure but it will be funded by the Specialist Placement Reserve this year. Within Adults, demand on domiciliary and residential services for older people has increased overall recently but demand fluctuates and the latest forecast has improved from last month. The forecast expenditure within the mental health partnership has reduced this month improving the position. Any overspends arising this year will be funded from the uncommitted element of the Supporting People grant. The additional costs in Housing this year are 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.

iii) **Environment** is forecasting an under spend of £165k.

a) The latest forecast assumes that the overspend on winter maintenance budgets (currently £251k) will be funded using a combination of under spends within other Highways & Infrastructure budgets, additional contributions from the North Wales Trunk Road Agency and by drawing on the Winter Maintenance Reserve. The balance on the Winter Maintenance Reserve is £273k.

iv) **Corporate Governance & Efficiency budgets** are forecast to be £55k under spent in total. This includes pressures on the translation budget offset by some additional DWP subsidy received in Finance.

4.2 **Capital expenditure** at the end of February is **£22.7m**, for a plan that totals **£29.6m**. Appendix 2 shows a **Capital Plan summary** and Appendix 3 shows expenditure split by Directorate priority.

4.3 Two new capital projects are presented for approval and inclusion in the Capital Plan. Further details are included as Appendix 4 (Part II Item). The projects are:

4.3.1 Renovation to the former Bee & Station hotel, Rhyl with the intention to provide business units for rent

4.3.2 To address the future needs of pupils attending Ysgol Dyffryn Ial, it is proposed to increase the capacity of the school by extending the Llandegla Memorial Hall to provide additional teaching facilities.

4.4 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 5 summarises the latest HRA position and Appendix 6 shows the latest Housing Capital Plan.

4.5 The latest figures show an in year surplus of £299k (an improvement of £9k from last month) on the HRA and capital expenditure of £6.7m 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 six council house sales this year under the Right to Buy scheme meaning the housing stock is now 3,463. The Housing Stock Business Plan has been reviewed and 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 All departments 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 deliver the significant savings required to achieve the council's Medium Term Financial Strategy.

6.2 Service budgets remain broadly on target though some pressures are being funded by reserves. Should pressures emerge within the remainder of the year, departments will need to contain them within existing resources. It is crucial that the longer term implications of spending decisions and commitments in the remainder of this financial year are considered in the context of the significant funding reductions ahead.

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 approve the two capital schemes highlighted in Appendix 4.

10.4 To note the latest Housing Revenue Account and Housing Capital Plan forecasts as shown in Appendices 5 and 6.

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

Service	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)	24,003	-9,023	14,980	24,495	-9,515	14,980	492	-492	0	0
Environment	46,319	-17,896	28,423	46,095	-17,837	28,258	-224	59	-165	-235
Social Services & Housing	58,646	-17,577	41,069	59,646	-18,577	41,069	1,000	-1,000	0	0
Corporate Governance & Efficiency	20,991	-8,394	12,597	20,986	-8,444	12,542	-5	-50	-55	-30
Corporate, Miscellaneous & Benefits	32,358	-26,458	5,900	32,358	-26,458	5,900	0	0	0	0
Business Planning & Performance	2,503	-1,867	636	2,503	-1,867	636	0	0	0	0
Total All Services	184,820	-81,215	103,605	186,083	-82,698	103,385	1,263	-1,483	-220	-265
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			11,131			11,131			0	0
Precepts & Levies			4,602			4,602			0	0
Contribution to balances/reserves			0			0			0	0
			119,338			119,118			-220	-265

Note:

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

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

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Individual School Budgets	62,901	-6,794	56,107	63,418	-6,794	56,624	517	0	517	517
Schools - Non Delegated	4,125	0	4,125	4,176	-51	4,125	51	-51	0	0
School Improvement & Inclusion	7,484	-2,630	4,854	7,662	-2,808	4,854	178	-178	0	0
Modernising Education	1,691	0	1,691	1,699	-8	1,691	8	-8	0	0
Education Grants	3,342	-3,342	0	3,342	-3,342	0	0	0	0	0
Library Services	2,359	-108	2,251	2,359	-108	2,251	0	0	0	0
Leisure & Youth Services	4,452	-2,393	2,059	4,707	-2,648	2,059	255	-255	0	0
Cultural Services Grants	550	-550	0	550	-550	0	0	0	0	0
Total excluding schools	24,003	-9,023	14,980	24,495	-9,515	14,980	492	-492	0	0

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

	Current Month £000s	Previous Month £000s
<p><u>SCHOOLS - DELEGATED</u></p> <p>The projected overspend of £517k is reflective of the latest position during quarter 4. This relates to those schools who are currently reported as being in financial difficulty. These are Ysgol Plas Brondyffryn, Denbigh High, Rhyl High and Blessed Edward Jones. YBPD and BEJ both have clear and defined recovery plans in place. YPBD is set to achieve a surplus position within 11-12 (1 year ahead of plan) with BEJ set to follow in 12-13 (as per plan). RHS has got a draft plan in place pending release of the final budgets however it is likely that further work will need to be done on this to address the changes arising from the reduction in the 11-12 budget. DHS has not yet presented a financial recovery plan but will be now be required to do so within the first 3 months of the 11-12 financial year.</p>	517	517
<p><u>SCHOOLS - NON DELEGATED</u></p> <p>This budget has been reviewed and realigned this year. A significant number of smaller budgets have been delegated to schools in order better control the impact of unbudgeted costs that are being charged centrally. The remaining budgets relate to central schemes that have been created through the pooling of some of the delegated school budgets. These budgets are the responsibility of the schools but administered centrally so any surplus/deficit where applicable is realigned against the delegated budgets. The non-delegated budget should therefore always show a nil variance.</p>	0	0
<p><u>SCHOOL IMPROVEMENT & INCLUSION</u></p> <p>A commitment has been made by the directorate to increase the accountability of budget holders. This will therefore result in all overspends being taken off next years budget if they have occurred as a result of ineffective budget management. Budget Holders will have to balance their budgets in year unless DMT have approved the variance on the basis of expenditure beyond the budget holders control. The restructure within the service is still ongoing and is on track to achieve the planned efficiency savings. The outturn position therefore includes the cost of redundancy/early retirement incurred in relation to the ongoing restructure being met from this year's budget.</p>	0	0
<p><u>MODERNISING EDUCATION</u></p> <p>The service should achieve a balanced budget as a result of in year pressures being contained by the non replacement of staff on maternity leave.</p>	0	0
<p><u>LEISURE & YOUTH SERVICES</u></p> <p>This year should see the full effect of the Leisure restructure with all budget holders being held accountable for their delegated budget responsibilities. Current energy costs have been reflected at a lower rate compared with last year as informed by the energy unit. Last year energy was the biggest area of volatility within the service. The budgets have been aligned to reflect this and any change will cause a pressure on the delivery of a balanced position. The projection assumes that income levels will be have to be met so the pressure from the recent bad weather is being contained through a cutback in other expenditure between now and year end to ensure a balanced budget can still be presented. Youth Services are also currently reporting a balanced position pending a full restructure of the service to be implemented in February 2011.</p>	0	0
<p><u>LIBRARY SERVICES</u></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><u>TOTAL</u></p>	517	517

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
ENVIRONMENT
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	15,313	-5,360	9,953	15,251	-5,298	9,953	-62	62	0	-1
PLANNING & PUBLIC PROTECTION	4,539	-1,725	2,814	4,489	-1,742	2,747	-50	-17	-67	-76
DIRECTOR & SUPPORT	359	-57	302	229	-57	172	-130	0	-130	-190
ENVIRONMENTAL SERVICES	17,633	-6,375	11,258	17,669	-6,375	11,294	36	0	36	36
REGENERATION & TOURISM	8,475	-4,379	4,096	8,457	-4,365	4,092	-18	14	-4	-4
Total Environment	46,319	-17,896	28,423	46,095	-17,837	28,258	-224	59	-165	-235

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

Comments	Current Month	Previous Month
HIGHWAYS & INFRASTRUCTURE		
School and Public Transport Most of the savings on these budgets have now been vired to offset the major income pressures in Car Parking.	-60	-25
Car Parking income Car Parking income continues to be significantly below budget as a result of the downturn in the economic climate. Budget has been vired from the School Transport service to partly offset this pressure.	45	45
Highways and Winter Maintenance The severe weather conditions during the last winter placed a huge financial strain on the winter maintenance (WM) budget in 09/10 which was overspent by £327K. Following the recent severe weather conditions during November and December this budget is again under pressure although some of the costs are recharged to the North Wales Trunk Road Agency. There is also the WM Reserve available to dampen any in-year pressure.	60	24
Staffing savings Savings from vacant posts in the Highways Network and Admin Support Sections.	-45	-45
TOTAL HIGHWAYS & INFRASTRUCTURE	0	-1
PLANNING & PUBLIC PROTECTION		
Building Control and Development Control These budgets have now been realigned to negate the downturn in income due to the recession.	-16	-11
Licensing An award of costs has been made against the Council as a result of a successful appeal by the V2 Nighclub in Ruthin against the closure of the premises. These costs (£24K) are included in this report.	25	13
Improvement Grants 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.	-18	-20
Staffing savings & Professional Fees The budget savings on vacant posts plus not committing to spend the professional fees budgets across the Service.	-58	-58
TOTAL PLANNING & PUBLIC PROTECTION	-67	-76
DIRECTOR & SUPPORT		
Staffing savings/Initiatives As part of the vacancy control process savings as a result of posts remaining vacant are transferred to a central budget formerly controlled by the Director. This is the projected savings for the year which are not included in other parts of the report. The Initiatives budget is funding the 10/11 shortfall in the Llangollen Pavilion budget (please see below).	-130	-190
TOTAL DIRECTOR & SUPPORT	-130	-190
ENVIRONMENTAL SERVICES		
Refuse Collection & Waste Disposal Latest indications are that not all the N Wales Residual Waste facility procurement budget of £309K will be spent.	-64	-64
Public Conveniences Savings as a result of rating revaluations on some premises.	-17	-17
Free School Meals Pressure on the school meal budget due to the continued increase in entitlement and uptake has been partly offset by one year only additional budget of £70K been given to the service in 10/11.	133	133
Street Lighting Savings on the utility budgets which will be earmarked for the Hi Lite management system.	-61	-61
General Pressures on insurance budget	45	45
TOTAL ENVIRONMENTAL SERVICES	36	36
REGENERATION & TOURISM		
Llangollen Royal International Pavilion 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.	58	56
Staffing savings Projected savings on salary budgets as a result of not filling the HoS position plus other vacant posts across the Department. These savings have been partly offset by extra payments to other officers pending the final restructuring.	-62	-60
TOTAL REGENERATION & TOURISM	-4	-4
TOTAL ENVIRONMENT	-165	-235

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	9,403	-821	8,582	9,778	-1,031	8,747	375	-210	165	166
Adult Services	42,907	-10,811	32,096	43,607	-11,727	31,880	700	-916	-216	-105
Supporting People Grant	4,481	-4,483	-2	4,481	-4,483	-2	0	0	0	-112
Sub Total Social Services	56,791	-16,115	40,676	57,866	-17,241	40,625	1,075	-1,126	-51	-51
Non HRA Housing	1,855	-1,462	393	1,780	-1,336	444	-75	126	51	51
Total	58,646	-17,577	41,069	59,646	-18,577	41,069	1,000	-1,000	0	0

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

<u>Comments</u>	Current Month	Previous Month
	£000's	£000's
SOCIAL SERVICES		
CHILDREN'S SERVICES	165	166
The outturn for Children's Services is currently showing an overspend of £165K. 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 £315K. This outturn assumes no further increased costs in relation to Specialist placements during the remainder of the financial year.		
TOTAL CHILDREN'S SERVICES	165	166
ADULT SERVICES		
Learning Disabilities	63	62
The service is projected to show an over spend of £63k, an increase of £1k from the previous month. The main pressure area is within the Work Opportunity service and this is largely due to a reduction in the projected level of income received. The outturn assumes CHC income of £96k but the definitive split is still to be agreed.		
Mental Illness	72	116
Expenditure on Residential, Nursing and Homecare continues to be the main budget pressure, though the forecast has improved. The projected AMH Partnership outturn has also improved. Vacant posts are not expected to be filled in this financial year.		
Older People		
The outturn for Older People is currently £57k overspent with the main pressures on residential, nursing and domiciliary care budgets. The expenditure can fluctuate significantly during the year, especially on domiciliary care. Residential and nursing spend has increased this month due to a number of new starters and also there has been disputes with other authorities that have now been solved and as a result we have had additional expenditure. There has been a significant difference with expenditure during the last few months, increasing in the north and south of the county. Residential and nursing numbers have increased from 550-564. Income forecasts have improved in the local authority homes due to an increasing number of residents paying full fees. There is an underspend on home care which is due to vacant posts that will be filled next financial year. Expenditure on carers services has decreased as there are less people receiving these services in both the North and South of the county.	57	126
Older People Extra Care Provision This budget will be allocated during 2011/12 to fund the Prestatyn and Ruthin extra care schemes.	-180	-180
PDSI	-12	-6
Community Care spend was the largest budget pressure in 2009/10 and this will still be the case for 2010/11. The Residential Rehabilitation (Drug and Alcohol) budget is now expected to be under spent, which is the main reason for the improved outturn.		
Performance Management & Commissioning	-231	-216
This projected under spend is mainly savings in staffing costs due to the continuation of the vacancy control process.		
Other Adult Services	-124	-161
Charging policy income received so far based on ten 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.		
Cefndy Healthcare	0	0
Improved sales and the tightening of internal controls are expected to result in a balanced budget for 2010/11. Sales currently show an improvement of £160k compared to the corresponding period last year.		
Business Support & Development		
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.	139	154
TOTAL ADULT SERVICES & BSD	-216	-105
Supporting People	0	-112
The in year under spend in 2009/2010 was taken to fund corporate pressures going forward and £500k has been identified to fund future pressures 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.		
HOUSING	51	51
The pressure on homeless budgets is currently £50k. Recent changes to the HRA leasing subsidy have had a negative impact on council funded housing services to the value of £33k. Also, changes in HB legislation has caused a projected overspend of £6k 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. Utilising alternative resources have assisted with maintaining the homelessness overspend at circa £50k.		
TOTAL HOUSING	51	51
TOTAL SOCIAL SERVICES & HOUSING	0	0

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

Directorates	Budget 31-Mar-11			Projected Outturn			Variance		
	Gross Exp	Gross Inc	Net Exp	Gross Exp	Gross Inc	Net Exp	Gross Exp	Gross Inc	Net Exp
	£k	£k	£k	£k	£k	£k	£k	£k	£k
<u>FINANCE & ASSETS</u>									
Finance	5,107	(2,234)	2,873	5,082	(2,284)	2,798	(25)	(50)	(75)
Property	7,601	(4,167)	3,434	7,601	(4,167)	3,434	-	-	-
FINANCE & ASSETS	12,708	(6,401)	6,307	12,683	(6,451)	6,232	(25)	(50)	(75)
<u>STRATEGIC HR</u>									
HR	1,699	(381)	1,318	1,699	(381)	1,318	-	-	-
<u>GOVERNANCE & EFFICIENCY</u>									
Corporate Governance	2,155	(541)	1,614	2,085	(541)	1,544	(70)	-	(70)
Translation	110	-	110	200	-	200	90	-	90
GOVERNANCE & EFFICIENCY	2,265	(541)	1,724	2,285	(541)	1,744	20	-	20
<u>CUSTOMER CARE</u>									
Customer Services	868	(190)	678	868	(190)	678	-	-	-
ICT	2,691	(594)	2,097	2,691	(594)	2,097	-	-	-
Corporate Communications	216	(54)	162	216	(54)	162	-	-	-
CUSTOMER CARE	3,775	(838)	2,937	3,775	(838)	2,937	-	-	-
<u>AUDIT & RISK MANAGEMENT</u>									
Internal Audit	450	(124)	326	450	(124)	326	-	-	-
Risk Management & Insurance	94	(109)	(15)	94	(109)	(15)	-	-	-
AUDIT & RISK MANAGEMENT	544	(233)	311	544	(233)	311	-	-	-
CORPORATE GOVERNANCE & EFFICIENCY	20,991	(8,394)	12,597	20,986	(8,444)	12,542	(5)	(50)	(55)
CORPORATE & MISCELLANEOUS	6,717	(817)	5,900	6,717	(817)	5,900	-	-	-
<u>BUSINESS PLANNING & PERFORMANCE</u>									
Improvement Team	356	-	356	356	-	356	-	-	-
Project Management	338	(224)	114	338	(224)	114	-	-	-
Partnership & Communities	1,809	(1,643)	166	1,809	(1,643)	166	-	-	-
BUSINESS PLANNING & PERFORMANCE	2,503	(1,867)	636	2,503	(1,867)	636	-	-	-
BENEFITS	25,641	(25,641)	-	25,641	(25,641)	-	-	-	-
<u>TOTAL</u>	55,852	(36,719)	19,133	55,847	(36,769)	19,078	(5)	(50)	(55)

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 February 2011

APPENDIX 2

		2010/11	2011/12	2012/13	2013/14
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothecated Supported Borrowing	2,607	10,418	4,445	4,431
	General Capital Grant	3,917	1,936	1,565	1,369
	General Capital Receipts	941	1,550		
	Earmarked Capital Receipts	336	108	0	0
		7,801	14,012	6,010	5,800
2	Prudential Borrowing	7,532	11,162	0	0
3	Reserves and Contributions	800	1,094	0	0
4	Specific Grants	13,551	14,763	5,391	
	Total Finance	29,684	41,031	11,401	5,800
	Total Estimated Payments	-29,610	-40,131	-5,401	0
	Contingency	-74	-900	-1,000	-1,000
	Earmarked Contingency				
	Unallocated Reserve	0	0	0	0
	Funding available	0	0	5,000	4,800

Capital Expenditure By Directorate

	2010/11 Spend to February £000	2010/11 Estimated programme £000	2011/12 Estimated programme £000	2012/13 Estimated programme £000	2013/14 Estimated programme £000
Environment	18,223	23,040	26,484	5,401	0
Lifelong Learning	2,430	3,392	9,184	0	0
Corporate, Governance and Efficiency	1,886	2,867	3,693	0	0
Social Services and Housing	182	311	815	0	0
Total	22,721	29,610	40,176	5,401	0

Capital Expenditure by Council Priority

	2010/11 Spend to February £000	2010/11 Estimated programme £000	2011/12 Estimated programme £000	2012/13 Estimated programme £000	2013/14 Estimated programme £000
Modernising Education	1,727	2,550	8,604	0	0
Roads and Flood Defence	7,165	8,448	8,420	0	0
Regeneration	2,891	3,188	665	0	0
Responding to Demographic Change					0
Total	11,783	14,186	17,689	0	0

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

Additional Prudential Borrowing

	2010/11 Spend to February £000	2010/11 Estimated Programme £000
Highways	3,840	4,400
Total	3,840	4,400

Housing Revenue Account ~ 2010/2011 Budget					
2009/2010	Appendix 5	2010/2011			2010/2011
Final	Period 11 - FEBRUARY 2011	Original	Forecast	Variance	Previous
Outturn		Budget	Out-turn	to Budget	Report
£	EXPENDITURE	£	£	£	Jan
					£
1,764,345	Supervision & Management - General	1,799,554	1,875,284	-75,730	1,883,838
275,198	Supervision & Management - Special	282,778	281,204	1,574	281,204
146,779	Welfare Services	149,058	153,768	-4,710	155,175
2,661,438	Repairs and Maintenance	2,739,136	2,709,917	29,218	2,711,469
4,847,760	Total Housing Management	4,970,526	5,020,173	-49,647	5,031,686
2,212,562	Item 8 Capital Charges	2,452,038	2,410,830	41,208	2,410,650
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
10,097,417	Total Expenditure	10,526,341	10,548,246	-21,905	10,559,579
	INCOME				
10,474,398	Rents (net of voids)	10,644,755	10,686,158	41,403	10,688,789
139,940	Garages	153,342	150,289	-3,053	150,555
4,924	Interest on Balances & Other Income	34,886	11,106	-23,780	11,106
10,619,262	Total Income	10,832,983	10,847,552	14,569	10,850,450
	Surplus / Deficit (-) for the Year:				
521,845	General Balances	306,642	299,306	-7,336	290,871
0	Earmarked Balances	0	0	0	0
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	1,850,174	1,842,838	-7,336	1,834,402

Appendix 6 HRA Capital Plan Update 2010/11

Month 11

Actual 2009/10 £	Description	Approved Schemes £	Actual at End Feb £	Forecast Outturn £
464,100	Environmental Improvement Works	415,000	495,585	520,000
3,032,256	Major Improvements	7,226,000	4,611,654	5,701,818
119,044	Windows Replacement	0	0	0
15,816	Central Heating Contract	0	0	0
410,209	Disabled Adaptations (Council Houses)	400,000	459,381	500,000
4,041,425	Total	8,041,000	5,566,619	6,721,818
2009/10 £	HRA Capital Plan Financed By:	Original £		Forecast £
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		4,255,818
0	CERA	0		0
4,041,425	Total	8,041,000		6,721,818