

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 21 June 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; P J Marfleet, Lead Member for Modernising the Council; D A J Thomas, Lead Member for Regeneration and Tourism, J Thompson Hill, Lead Member for Finance and Efficiency and E W Williams, Lead Member for Education.

Observers: Councillors M LI Davies; G C Evans and R L Feeley.

ALSO PRESENT

Chief Executive; Corporate Directors: Learning & Communities and Business Transformation & Regeneration; Acting Head of Corporate Governance and the Acting Chief Financial Officer.

1 APOLOGIES

Councillor M M Jones, Lead Member for Welsh Language, Children, Young People and Leisure and the Corporate Director: Demographics, Wellbeing & Planning.

2 DECLARATION OF INTERESTS

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

***RESOLVED** that Cabinet note there were no declaration of interests.*

3 URGENT MATTERS

There were no Urgent Matters.

4 MINUTES OF THE CABINET MEETING 24.05.2011

The Minutes of the Cabinet meeting held on 24 May 2011 were submitted.

Councillor M LI Davies referred to the Welsh version of the minutes – Item 5 Edeyrnion Area Review - in which there was a typing error on the 3rd paragraph of page 6 “roded” should be replaced with “roedd”. A suggestion was made by Councillor Davies that if every child was taught through the medium of Welsh it would alleviate the need for bilingual schools. Councillor E W Williams reminded Councillor Davies of the Council Policy which could not be changed by Cabinet.

RESOLVED that, subject to the above, the Minutes of the meeting held on 24 May 2011 be approved as a correct record and signed by the Leader.

5 FINAL REVENUE ACCOUNTS 2010-2011

Councillor J Thompson Hill presented the report seeking consideration of the final revenue outturn position for 2010-2011 for recommendation to Full Council on 05.07.2010. Cabinet was asked to recommend to Council the treatment of reserves and provisions as detailed in the report. Cabinet were also asked to recommend to Council the most appropriate use of the £300k one-off funding as detailed in Section 4 of the report. The Annual Statement of Accounts for 2010-2011 would be submitted to the external auditors on 30.06.2011 with the audited accounts being presented to Corporate Governance Committee on 28.09.2011 for formal approval.

The overall financial outturn position for 2010-2011 was an underspend against the approved budget which together with an increase in the yield from Council Tax strengthened the Council's financial position. The final position on service and corporate budgets was an underspend of £998k which excluded spend below budget of £282k on Schools' Delegated funds. The outturn position for other services was largely in line with previous reports to Cabinet. The receipt of £772k additional grant funding late in the year was very welcome but resulted in the revenue position improving too late for services to deal with properly. The Council's budgeted contribution to balances of £300k had been achieved. There was also a significant improvement in the position of the schools in financial difficulty which had contributed towards the overall improved position for schools, with additional grants and some one-off funding delegated to schools contributing to the improved position.

As a result of a possible product recall at Cefndy Enterprises, the Social Services and Housing budget included provision of £83k set aside for repairs or refund. However, this was not a high risk. In-year surpluses on the Supporting People Grant of £650k had been transferred to the capital financing reserve as agreed previously as part of the funding strategy for the Authority's capital plan for social care projects.

The Environment Directorate underspend was as a result of savings on vacant posts across all services, underspends in the Highways & Infrastructure and Planning and Public Protection departments. Contributions to the Highways Winter Maintenance Reserve of £129k during the year had resulted in a £402k reserve.

Denbighshire had the highest rate for collection of Council Tax in Wales, and along with an increase in the number of dwellings in the County, this had yielded a very high level of tax collection at 98.2%. The final level of Council Tax yield of £526k was 1.4% higher than the assumptions made.

Councillor Thompson Hill went on to discuss the restructure in the School Improvement and Inclusion department and the underspend in the Environment Directorate which would be used to fund the costs of restructures in 2011-2012 which had been agreed

the year before. Governance & Efficiency underspends had to be earmarked in case of claw back on external grant schemes and the underspend in Business Planning & Performance would be used to fund expenditure on the Council's Big Plan. Appendix 2 to the report detailed the Reserves and Provisions.

Councillor Thompson Hill asked Members for their views on the £300k one-off cash funding available as a result of the final revenue position. There were two options, the first to use the money to defer some budget reductions in 2012-2013 and the second to fund priority projects through the Area Members' Groups with £50k being allocated to each of the 6 Groups. Councillor E W Williams welcomed the £300k underspend and congratulated departments on their work in achieving this. He suggested the 6 Area Members' Group be allocated £50k each and asked whether it could be included in the Community Capital Grant Funding. The Acting Head of Finance and Assets said the Community Capital Grants fund was a separate fund, to be accessed only by community groups whilst this funding was for Members to allocate. He suggested that Mark Dixon, Strategic Regeneration Manager could administer the £300k funding alongside the Community Capital Grants or it could be administered by D W Davies, the Engagement and Consultation Manager who worked closely with the Area Members' Groups. The Acting Head of Finance and Assets agreed with Councillor Evans' suggestion that it was an opportunity for Members to get closer to the community. Responding to comments from Councillor P J Marfleet, the Acting Head of Finance and Assets said monies had been put into reserves, grants were being received and these were all included in the Medium Term Financial Plan.

Councillor S Frobisher welcomed the £300k surplus and said it should be used to get closer to the community. Councillor P A Dobb was also pleased and suggested perhaps the voluntary sector could become involved. It was important to use the funding as quickly as possible. Councillor P A Dobb asked for clarification on the office relocation costs. The Acting Head of Finance and Assets said there was an office accommodation strategy, and when any surplus buildings were sold the capital allocation was used to fund office moves.

Councillor J Thompson Hill responded to queries raised by Councillor M LI Davies and said £1.9m had already been used of the £5.9m for single status and this budget would reduce further and be used in the current financial year. Regarding Council Tax yield, assessments were made 12 months in advance – the Authority had taken a view that as the economy was under pressure the level of Tax collected could have been less. Councillor E W Williams asked that when setting Council Tax in the future, an analysis of the underspends over the past 4 years be included in the figures provided for Members. The Acting Head of Finance and Assets reminded Members that the Authority had to be prudent with Council Tax collection and that £300k on a budget of £38m was a minimal figure.

Councillor H H Evans thanked Councillor Thompson Hill and the Acting Head of Finance and Assets and his team for their excellent report and said effective monitoring in a difficult economic climate was essential. He also welcomed the £300k going back to the community.

Members agreed the recommendation to Council should be that £300k be split between the 6 Area Members' Groups.

RESOLVED that Cabinet recommend the final revenue outturn position for the year ending 31.03.2011 to Full Council. Cabinet also recommend the movements in reserves and the carrying forward of earmarked balances as detailed in the report and its Appendix 2 to Full Council. Cabinet further recommend Full Council agree the £300k one-off funding support as detailed in Section 4 of the report be split equally and allocated to the 6 Area Member Groups, with the proviso that the funding should not be used to fund any service pressures.

6 FINANCE REPORT 2011-2012

Councillor J Thompson Hill presented the report for Cabinet to note the latest financial position and progress against the agreed budget strategy for 2011-2012 as defined in the Medium Term Financial Plan. The report also included a summary update of the Capital Plan, the Housing Revenue Account and Housing Capital Plan.

The initial revenue budget forecast showed a small overspend of £51k, which was as a result of cost pressures in Housing (homelessness budgets). At this early stage in the year, all other services were forecast to be on budget. Appendix 1 detailed the variances by services whilst Appendix 2 showed work being progressed against savings proposals. The Capital Plan was detailed at Appendix 3.

The savings update showed that 77% of savings had already been achieved with the other 23% being progressed. This meant that 20% more of the savings have been achieved since the last report to Cabinet. The detailed capital plan would be reported on a quarterly basis but £1.5m had been spent from a plan totalling £40m. The Housing Revenue Account (HRA) was forecast to be on budget although the current projected budget pressure of £51k would be resolved through action taken throughout the year. Within Adult Services, it was assumed that a £134k Supporting People grant would be used to fund pressures within the year. There was also an in year pressure in Leisure Services as a result of the review of the Dual Use Agreements. Following a query from Councillor P A Dobb on the Dual Use Agreements, the Acting Head of Finance and Assets said schools now stipulated the hours they wanted the facilities which would leave the remaining hours available for public use and this should create extra revenue once the footfall to the centres had been built up. It was a matter for the headteacher and site manager to ensure pupil safety. Councillor Dobb said work was ongoing with the theatre budgets and it was hoped that there would be phased reductions in grants to the theatres. A special Programme Board was being set up for the 3 Rhyl projects.

Councillor S Frobisher referred to the Highways Depot in Ruthin and said a new hard surface was required for the storage area to ensure watercourses near the site remained unpolluted and it would also enable the Authority to store the Safecoat grit. She said the surface conditions at the depot were extremely poor and employees were working in very trying conditions. Any grit being stored at the depot would be used

before any resurfacing took place. Councillor H H Evans said he had also visited the site and agreed a new hard surface was required and suggested this be discussed at the Capital Strategy Group. The Acting Head of Finance and Assets confirmed the Highways and Infrastructure Department would need to consider providing a new hard surface at the Ruthin Depot from their own budget before applying elsewhere and he agreed to discuss the detail with the Head of Highways and Infrastructure.

Following queries from Councillor H H Evans, the Acting Head of Finance and Assets said the Capital Strategy Group was being renamed and would in future have a larger remit in dealing with capital projects, with a clear process to be followed.

RESOLVED that Cabinet note the latest financial position and progress against the agreed budget strategy.

7 MEDIUM TERM FINANCIAL PLAN 2011 - 2014

Councillor J Thompson Hill presented the report seeking Cabinet approval of the Medium Term Financial Plan 2011 - 2014, which set out an overview of the Council's financial position for three years. It detailed the context for future years' budget plans and highlighted assumptions and possible financial pressures facing the Council over the period. The Plan would be discussed at Informal Council in July 2011.

The Medium Term Financial Plan (MTFP) allowed the Authority to plan for savings, inflation, service changes and changes in income for the coming 3 years. Departments held Service Challenge Reviews each summer / autumn where their plans were considered by senior managers and Elected Members. The result of the challenges formed the basis of the MTFP and annual budget. Pressures, such as the new Carbon Tax on energy consumption and increases in National Insurance contributions were detailed as was general inflation at around 4.5-5%. Indicative figures for 2012-2013 showed a possible slight increase in Revenue Support Grant, however, it was likely any increase would be swallowed up by inflation. The Plan assumed a Council Tax increase of 3% each year but the level of increase would be a decision for Elected Members each year.

Although the Council had increased its balances over the years, the figure was still just below what was recommended by the Wales Audit Office.

The Council had to make savings of around £15m over the following 3 years and it was expected that further savings of £561k and £500k would be required in 2012-13 and 2013-14. Finding these savings would become part of the service challenge process. Collaboration had brought many savings and the WAG Compact would help deliver more quickly on collaboration which could lead to further savings.

Capital was funded by external grants from WAG or through prudential borrowing. However, WAG had cut the grant funding by 20%, therefore it was likely that further cuts would take place in future years which would mean the Authority having to fund perhaps

30% of projects. Prudential borrowing had been wisely used by the Council and it had to remain at a sustainable level.

It was for Cabinet to approve the MTFP but the plan would be discussed by all Members at Informal Council.

Councillor E W Williams said highways was one of the Council's priorities and he sought assurances that the works agreed would be carried out during the course of the financial year. He had requested information from the Networks Section Manager but to date had not received a reply. He was concerned that on the list of roads needing repairs, many were rural roads and as winter usually started earlier in rural areas it could lead to works not being carried out. He suggested that works listed for the rural areas should be prioritised, which would fit in with not having to close roads in the coastal areas during the summer season. He asked for proper co-ordination from the highways department. Councillor S Frobisher said she would ensure the information requested by Councillor Williams was provided. She was confident the works would be carried out on time.

The Acting Head of Finance and Assets informed Councillor H H Evans that there was dialogue between the WLGA and WAG, and the WLGA expenditure sub-group did send reports to WAG. However, issues such as carbon tax was a UK Government response to European legislation and there was no dialogue on such issues.

Councillor H H Evans suggested that on occasion the pace of collaboration slowed progress on savings and he asked whether other Authorities also needed collaboration to bring about the required savings.

The Chief Executive supported the 3 year plan and said it was a dynamic document. Corporate priorities could change and if they did, the plan would also change. He reminded Members of the need to find £0.5m savings in 2012-2013 and said this was an added pressure for the Authority. He supported Members' suggestion to spend the windfall £300k in the communities but said this would not alleviate any difficulties. He said collaboration was critical for the Authority. Not many Authorities were working to 3 year financial plans and some would rather cut services rather than collaborate. The Compact would allow Denbighshire to deliver on the strategy aligned to our priorities. £3.5m of assumptions were tied into collaborative projects to take place in the future. Following Councillor P A Dobb's question on whether there should be principles used alongside capital projects, the Chief Executive said it was for Members to decide a steer for their area and officers would not influence the debate on the use of the £300k. Savings could not be postponed for a year by using the community allocation.

It was suggested by Councillor E W Williams that all Members needed to understand the implications in the plan and as it was election year in 2012, that a message to the public be included in County Voice to inform them of the plan and what would happen in future years and the good work being carried out. He congratulated the Finance team on their work.

Following a query on carbon tax and the lack of detail on it in the plan, Councillor P J Marfleet said continuous work was being done on carbon emissions in office accommodation and schools. Renewable energy was being considered for specific proposals in specific locations. Councillor J Thompson Hill said it was not possible to include all the detail in the plan as it was an overview document. However, those wishing more detail could contact the relevant Lead Member and officer.

Councillor R L Feeley said she was not completely confident on the plan. There were pressures on non statutory items which were being funded and these provided little back for the Authority. Councillor J Thompson Hill confirmed that arms length companies and heritage assets were included in the savings under consideration and that the Heads of Service covering these assets were working on these. These would be discussed during consideration of the plan at Informal Council. The Acting Head of Finance and Assets said a spreadsheet would be provided which would detail the arms length companies and heritage assets at Informal Council.

Councillor H H Evans reminded Members that over the last 4-6 years the Authority had worked hard to keep Council Tax increases as low as possible.

RESOLVED that Cabinet approves the Medium Term Financial Plan 2011 - 2014.

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

8 ROUTINE REPORT ON PERSONNEL

Councillor P J Marfleet presented the report for Members to note and comment on the content on the overview report on Personnel Statistics which provided Headcount Analysis for the period April 2010 to March 2011 and a comparison of collated data for Sickness Absence within the Authority between April 2009 and March 2011. It should be noted that it had not been possible to compare individual services with 2009/10 data due to recent restructures. He confirmed the data was both reliable and robust and the system worked.

Councillor Marfleet went on to detail some of the figures in the report and said the headcount at the end of April 2011 was 4584. At various times of the year there were increases and decreases to the figures, for example in August there were fewer employees because of school holidays and in November there were increases because of the one-off New Work Connections funding. He said 42 staff had been redeployed in the County. He was concerned about absence rates because this meant lost productivity and could mean more stress for those staff covering the absences. However, he cited Adult Services who had done a particularly good job in reducing sickness absence as had the Head of Environmental Services where real improvements could be seen.

Customer Services' absence figures remained high with most being 1 day absences and the HR Department was looking to help address that issue.

The Authority had good policies in place to deal with sickness absences and Occupational Health and the Authority's appointed physician dealt with referrals. A mechanism was required to identify any managers who were not taking sickness absence seriously. Councillor Marfleet congratulated those managers who had made real progress with sickness absence. He suggested SLT consider a universal target being set by the Authority, with the target being phased in say over a 6 month period.

Councillor P A Dobb congratulated Environment on their excellent progress and asked whether the improvements had been in part as a result of the restructure. She queried whether the 40 convergence posts were included in the second table in the report. She also queried what was meant by 'incidence'. Councillor Marfleet said incidence was the number of times an employee was on sick leave. Older staff were likely to be off sick for longer periods but took fewer single days sick leave. Small departments needed to be shown in the figures with the absence as a percentage of their workforce. Councillor Dobb said Social Services and Housing had asked the previous year for invest to save and this had helped make huge inroads into reducing the number of absences. Councillor Marfleet said the new Head of Childrens' Services was going to address sickness absence at team meetings, as had successfully been done by Adult Services. Councillor E W Williams referred to the 40 convergence posts and said some were grant funded posts and that those staff would leave at the end of the contract but that some staff who had been on contracts for 3 years would then be in the Authority's employment.

It was suggested by the Acting Head of Finance and Assets that temporary staff and fixed term contract staffing figures should be included in the report. Councillor D A J Thomas also suggested that staff employed through grant aid e.g. European project staff, be shown separately in future reports.

The Chief Executive welcomed Cabinet's views and said the Senior Leadership Team were treating sickness absence seriously and it was about productivity, fair play to all and good management. He said Steve Parker, Head of Environmental Services had done an outstanding job in dealing with sickness absences. HR had worked on sickness absence issues. Where sickness absence figures were high it was not all down to poor management. He was pleased the figure was below 10% and that it was decreasing year on year. Following discussion it was agreed that the Senior Leadership Team consider phasing out differential targets for sickness absence.

RESOLVED that Members note the information in the report and suggest the Senior Leadership Team consider phasing out of differential targets over a period of time.

9 ISSUES REFERRED TO CABINET BY SCRUTINY COMMITTEES

There were no issues referred to Cabinet by Scrutiny Committees.

10 CABINET FORWARD WORK PROGRAMME

Councillor H H Evans presented the Cabinet Forward Work Programme.

The Acting Head of Corporate Governance informed colleagues that the HR / People Strategy would be presented to Cabinet on 06.09.2011.

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

11 URGENT ITEMS

There were no Urgent Items.

PART II EXCLUSION OF PRESS AND PUBLIC

***RESOLVED** under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 13 and 14 of Schedule 12A of the Local Government Act 1972.*

12 COLLABORATIVE SPARES SUPPLY CONTRACT

Councillor S Frobisher presented the report seeking Cabinet approval to award a contract for the supply of vehicle spares to the company identified in the tender evaluation.

Councillor Frobisher outlined the background to the proposed contract following the commissioning of the new vehicle workshop facilities in Bodelwyddan in 2006 and the revised working schedules which had extended the workshop operating hours.

***RESOLVED** that Cabinet agree to award a contract for the supply of vehicle spares to the company identified in the tender evaluation.*

13 FORMER NORTH WALES HOSPITAL, DENBIGH

Councillor S Frobisher presented the report seeking Cabinet approval to enter into a Deed of Variation as detailed in the report.

The Acting Head of Corporate Governance reminded Members of the background to the report and said the variation to the terms of the Deed of Release would be limited. She also informed Members that contractors had commenced work the previous day at the property, following the Urgent Works Notice which had been served on the owner.

Councillor G C Evans congratulated the Acting Head of Corporate Governance for all her hard work in dealing with issues relating to the site and said local Members had been kept informed throughout.

Councillor D A J Thomas also wished to thank Phil Ebbrell, Conservation Architect for his hard work, energy and persistence over the years.

RESOLVED that Cabinet agrees enter into a Deed of Variation as detailed in the report.

The meeting concluded at 12.40 p.m.

Report To: Cabinet

Date of Meeting: 26th July 2011

Lead Member / Officer: Councillor E W Williams Lead Member for Education

Report Author: Jackie Walley

Title: Proposed Infant and Junior Amalgamation –
Ysgol Gwaenynog / Ysgol Heulfre

1. What is the report about?

The report details the outcome of the formal consultation regarding the proposed amalgamation of Ysgol Gwaenynog and Ysgol Heulfre in Denbigh.

2. What is the reason for making this report?

To ask Cabinet to approve the publication of the required statutory proposal for the proposed amalgamation of the two schools.

3. What are the Recommendations?

To approve the publication of the required statutory notice, namely to close Ysgol Gwaenynog and Ysgol Heulfre on 31 August 2012 and to establish a new all-through primary school on the existing Ysgol Gwaenynog and Ysgol Heulfre sites from 1 September 2012.

4. Report details.

4.1 The council's Cabinet approved the modernising education policies in January 2009 to provide a framework to review existing provision against what is required for the future. The framework includes a policy on 'Infant and Junior Amalgamation' on the basis that an all-through school is the preferred model for primary school education.

4.2 The policy states that when the decision to amalgamate an infant and junior school is taken, the authority will aim to amalgamate both schools onto one site. Where this is not immediately possible the infant and junior schools can be amalgamated into a single school based on two sites. The authority will then adopt a clear strategy to move the school onto a single site.

4.3 At present there are 4 separate Infant and Junior schools within Denbighshire and in accordance with the Policy Framework the Council is committed to the amalgamation of these schools. The outcome of the Prestatyn Primary review resulted in statutory approval in January 2011 to implement the amalgamation of Bodnant Infant and Junior schools as of the 1st January 2012. As the wider Modernising Education programme develops it is

anticipated that proposals to enable the remaining 2 sets of schools to be amalgamated will emerge.

- 4.4 In April 2011 the Cabinet gave permission to commence formal consultation on the proposal to close Ysgol Gwaenynog and Ysgol Heulfre on 31 August 2012 and to establish a new all-through primary school on the existing Ysgol Gwaenynog and Ysgol Heulfre sites from 1st September 2012. This formal consultation took place between the 9th May and the 24th June 2011.
- 4.5 At the start of the consultation period a letter advising of the commencement of the consultation and a copy of the consultation document was sent to a number of key stakeholders during the week commencing 9th May including parents of all children attending both schools; members of staff from both schools; Governing Bodies of both schools; neighbouring schools; local councillors; constituency MP's and AM's; regional AM's and Denbigh Town Council. The Council also published the consultation document on the Council website and issued a press release regarding the commencement of the consultation.
- 4.6 A series of consultation meetings were held with parents, staff and governors of both schools in May 2011; as detailed below:

	Date	Time	Venue
Staff Meeting	16/05/11	15:15	Ysgol Heulfre
Staff Meeting	16/05/11	16:30	Ysgol Gwaenynog
Governors Meeting	17/05/11	18:00	Ysgol Heulfre
Governors Meeting	18/05/11	18:00	Ysgol Gwaenynog
Public Parents Meeting	23/05/11	15:30	Ysgol Heulfre
Public Parents Meeting	23/05/11	18:30	Ysgol Gwaenynog

- 4.7 During the consultation period 12 responses have been received and a breakdown of comments and officers responses is included in (Appendix 1). Of the responses received 10 were in favour of the proposal, 1 was opposed and 1 did not indicate a firm view. Officers from Lifelong Learning have considered the issues which were raised during the consultation process and have concluded that proceeding with the statutory notice to amalgamate both schools on existing sites is the correct course of action based on educational arguments.
- 4.8 Should approval be provided by Cabinet, the required notices would be published during the first week in September 2011. Following the publication of the statutory notices there is a period of a month in which any person may send in written objections. The authority will then be required within two weeks of the close of the objection period to submit the details of any objections received, together with the response of the authority, to the Welsh Government. In instances where objections are received the Welsh Government will either; approve, approve with modifications or reject the proposals. In instances where no objections are received the authority will make the decision.

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

- 5.1 The proposals support the Corporate Priority of Modernising Education. The Modernising Education Policy Framework clearly articulates the benefits to children of all-through primary schools.

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

- 6.1 The proposal is likely to result in the long term in efficiencies, in particular from the savings associated with the reduction in Head teacher posts. The proposal envisages the schools operating on their existing sites. The Council will consider opportunities to consolidate provision on a single site but at this stage no firm timescale is associated with this review.

- 6.2 At present the Margaret Morris Integrated Children's Centre operates from the school site and the Council will need to consider the future of this provision within any long term plan for the site.

7. What consultations have been carried out?

- 7.1 Formal consultation has taken place regarding the proposals as detailed in paragraphs 4.5 to 4.8. The representations received during this time period are documented in Appendix 1.

8. Chief Finance Officer Statement

- 8.1 The review is a fundamental part of Education in Denbighshire. As with all other School Reorganisations savings resulting from these proposals are retained within Education and re-invested into the wider proposals for Modernising Education. Any additional costs will also be contained within existing budgets.

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

- 9.1 The proposal could result in adverse public comments. To minimise this risk the Council will seek to ensure clear communication with all stakeholders.

10. Power to make the Decision

s29 School Standard and Framework Act 1998.

Modernising Education Policy Framework (approved by Cabinet January 2009)

Appendix 1 - Responses – Proposal to close Ysgol Gwaenynog and Ysgol Heulfre

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
16/5/2011	Aled Roberts AM - Assembly Member for North Wales	YES	In view of the close proximity of the schools to each other I believe this proposal is of benefit to all concerned.	Response noted
16/5/2011	Staff Member	YES		Response noted
16/5/2011	Staff Member - Ysgol Gwaenynog	YES	My response is, I agree with the proposal to amalgamate the two said schools. I hope it will have a very beneficial effect on the children, staff, governors, parents and the community. I understand it may be difficult for some people to understand and accept, but hopefully, it will be of great advantage and will lead to continuing improvements in the education of our future generations. As long as any decisions made are done so with the acknowledgement and approval of everyone involved in both school's communities and the outside community.	Response noted
20/5/2011	Parent	YES	If it benefits the children then I think it is a good idea	Response noted

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
25/5/2011	Governor – Ysgol Heulfre	YES	<p>I support the proposal in principle. I would like re-assurance on how the funding will be accessed for the new school build, and that the Margaret Morris Centre will feature in the plans. I would also like to see the detail of the proposed capacity of the new school taking into account proposed developments in the area.</p>	<p>Response noted.</p> <p>The authority will seek to access 21st Century Schools Programme funding for the school to be based on one site. In addition alternative options including prudential borrowing will be explored.</p> <p>Any planning for the new school will give full consideration to the inclusion of the Margaret Morris Centre and any revised proposed capacity will take into account proposed developments in the area.</p>
3/6/2011	Councillor Ian Davies, Denbigh Town Council	YES	<p>As a former Mayor of Denbigh, sitting town councillor and local resident, I wish to place on record that I agree with the proposal to amalgamate Ysgol Gwaenynog and Ysgol Heulfre.</p> <p>I attended a consultation meeting at Ysgol Heulfre on May 23rd 2011. Having listened to the presentations, read information and asked questions, I believe a merger of the two schools is in the best interests of the pupils and all concerned.</p> <p>It is about long-term sustainability on a single school site but maintaining existing educational standards and exploring new, wider opportunities for the whole community.</p>	Response noted

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
6/6/2011	Staff Member – Ysgol Gwaenynog	YES	<p>I am writing with my response to the consultation of the amalgamation of Ysgol Gwaenynog with Heulfre, Denbigh.</p> <p>I agree with the proposal and have no major comments to make but believe that this proposal will benefit and have a positive impact on the pupils learning and both schools' futures.</p>	Response noted
15/6/2011	Denbigh Town Council	YES	<p>The council discussed the proposed amalgamation and a vote taken on whether the town council should support the proposed amalgamation. On the casting vote of the chairman it was Resolved to support the amalgamation.</p> <p>However some concerns were expressed, particularly that the project would be properly funded and that the new amalgamated school would have sufficient funds to operate and also the time period over the building of a new school.</p>	<p>Response Noted</p> <p>Full attention will be given to ensure that the school is funded appropriately during the amalgamation period.</p> <p>At this stage the Council cannot commit to a clear timescale over the consolidation of the school on to a single site and therefore this does not form part of the proposal at this stage.</p>
20/6/2011	Governor and Member of Denbigh Town Council	NO	<p>I think such an act would demolish much of what both schools have created in the 12 years I have known. It would undermine relations with local community. I think as an ex-teacher it is more detrimental to the education of young people to have 1 junior school not 2 i.e. infant and junior. Financially, what will it cost and who will pay? What effect will this have on the Margaret Morris Centre.</p>	<p>The Council believes there are clear benefits to be gained from all through provision and that the proposals would not be detrimental to education provision.</p> <p>The proposals as they stand will lead to some savings from the school operating as a single school with one Headteacher. Costs arising from the amalgamation will be met in the first instance from the Modernising Education service and the savings being delivered from the</p>

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
				<p>implementation of the modernising education agenda will be reinvested within education provision.</p> <p>At this stage the proposals will have no impact on the Margaret Morris Centre.</p>
20/6/2011	Staff Member – Ysgol Heulfre	YES	I agree that this is good for the education of the children. My only worry is about job security when the merger goes into one building. I am getting too old to be looking for another job!!	Response noted.
22/6/2011	NASUWT		<p>The NASUWT, the largest teacher union in the UK, is pleased to respond to the consultation document which proposes the establishment of a single school following the closure of Ysgol Gwaenynog and Ysgol Heulfre.</p> <p>The NASUWT accepts the educational argument promoted by the Denbighshire County Council that a single school with an age range of 3-11 would offer a continuity of education provision without the necessary application process to move from one school to the other.</p> <p>The NASUWT further recognises that with one headteacher, one group of staff and one budget there is the potential for savings and, of course, economies of scale will be experienced.</p> <p>However, the NASUWT seeks reassurance that the proposals will not lead to compulsory redundancies.</p> <p>Issues for the NASUWT and questions raised</p>	<p>Response noted</p> <p>The proposals will impact in the first instance on the senior management team of the two schools and the loss of a Headteacher post.</p>

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
			<p>Although the benefits for staff outlined in the consultation document are highlighted as staff development and more specialist staffing and management structures, these benefits will only be secured with the implementation of an appropriate staffing structure and the financial support to offer staff development opportunities.</p> <p>There are no costings included in the proposals. The NASUWT would expect to have a clear understanding of the financial implications of the proposals. The following are pertinent questions being posed by the NASUWT:</p> <p><i>Are there significant savings to be made? Given the current budget situations of each school, what are the budget projections for the new school? Is the Local Authority investing in the school in any way?</i></p> <p>The NASUWT understands that the future of the Margaret Morris Centre will be under discussion. If this becomes within the control of the new school, how will this be recognised in the school's budget and how will the additional responsibility for this Centre be recognised in the headteacher's salary and the administrative staff requirements?</p> <p>Given that the individual schools are sustainable at present, will there be any changes in the Admissions Policy, for example, will there be a ceiling on admissions? Ysgol Heulfre has low numbers in classes to reflect the range of challenges facing the school. With 50% of pupils on free school meals, 10% of pupils as looked after children and 37% of pupils with special needs, the staff at the school have maintained high standards in this challenging environment. The NASUWT suggests that savings from the</p>	<p>Some savings will occur. These will be mainly associated with the saving of the equivalent of a headteacher salary. The costs arising from the amalgamation will be met in the first instance from Modernising Education service and the savings being delivered from the implementation of the modernising education agenda.</p> <p>The future of the Margaret Morris Centre is not part of the current proposals. Full liaison will occur with the school and the governing body should the Margaret Morris Centre be incorporated into the school as part of the long term agenda.</p> <p>There are no proposals to significantly amend the admission arrangements for the schools as a consequence of the proposals. There will be a need to develop a common admission number to address the small difference between the admission number for the infants and the junior schools.</p> <p>The savings from the school will be re-</p>

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
			<p>economies of school should be re-invested in the school and, certainly, the low class sizes must be retained in order that the staff is able to continue to deliver a high standard of education.</p> <p>Should teachers and support staff opt to take the route of Voluntary Redundancy or EVR, from which budget/s will the payments be made?</p> <p>The staffing structure will clearly be the responsibility of the appointed headteacher and decisions will be made regarding the design of a staffing structure for the school. The NASUWT strongly argues that each school retains a deputy headteacher post given that only a deputy headteacher can deputise for a headteacher in the case of absence. The NASUWT will also argue that Paragraph 86 of the School Teachers' Pay and Conditions Document (STPCD) is recognised when the new structure is designed in order that teachers are financially rewarded for additional duties. Only then can the benefits highlighted in the proposals be truly realised for the staff.</p> <p>The NASUWT notes the comment in the document regarding the national advertisements for leadership posts and states that since the Welsh Government amendments to the regulations to reflect a modernising education agenda, this rule is now relaxed and it is possible to make the appointments without recourse to national advertisements. Indeed, the NASUWT argues that the Authority has a duty to support staff who have shown loyalty and commitment to the schools and the Authority.</p> <p>When the Temporary Governing Body adopts the Instrument of Governance it has the opportunity to decide on the number of</p>	<p>invested within the overall Modernising Education agenda.</p> <p>The view of the Council is that where redundancy occurs directly as a consequence of the modernising proposals then the local authority would meet the associated costs.</p> <p>Position of NASUWT noted</p> <p>Position of NASUWT noted</p> <p>Position of NASUWT noted</p>

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
			<p>governors within the appropriate range available. The NASUWT will argue strongly for two teacher governor representatives on the new governing body.</p> <p>The NASUWT is pleased to note that the council will recommend that all teaching and associate staff posts are 'ring-fenced' to the staff within the existing schools. This would be an expectation of the Union.</p> <p>The NASUWT has welcomed the opportunity to be part of the consultation process and looks forward to a response which gives answers the questions posed.</p>	
23/6/2011	Headteacher - Ysgol Heulfre	YES	<p>I have great pleasure in formulating this response regarding the prospective amalgamation of Ysgol Heulfre and Ysgol Gwaenynog.</p> <p>I have read all the documentation, met various political and professional colleagues in education and have come to the conclusion that amalgamating the two schools is the best way forward for the education of the young people in Upper Denbigh.</p> <p>I do have reservations about what may happen and these are real and I would like to highlight these as this letter progresses.</p> <p>I feel that having an all through primary school is the best way forward for continuity and progression. It will also allow the Foundation Phase, KS1 and KS2 colleagues to work together as one in a realistic, progressive and effective way for all our children. There will be no gaps in the educational progression of these children.</p>	Response noted

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
			<p>I also believe that having more children will allow the school to have more opportunities to do well especially in performance, creative and expressive arts and taking the children outside school to compete etc.</p> <p>I also believe that the quality of all staff connected with an amalgamated school needs to harness all the good examples and practice going on at the current time.</p> <p>My main reservation is that the staff, for which I have fought over for a number of years, to get into place in our school, to give our children in this communities first area the best possible education. All the staff in our school, from the caretaker right the way through to kitchen staff, secretary, teaching assistants, teachers and myself have all worked long and hard for the benefit of our children. This is something you can not train, you can not buy in a shop but is nurtured and developed over a long period of time.</p> <p>Ysgol Gwaenynog and Ysgol Heulfre, I would hope, have similar foundations on which an amalgamated school can build in a positive way. My concern is that members of staff will be lost unnecessary through incorrect strategies being put into place.</p> <p>There will be a need, in my opinion, for all the good in the two schools to be kept as they build into one site in three to four years time. At that point having worked with one school in two separate buildings the new Head and Governing Body will be in a better position to consider how best to move the school forward regarding all staff for the benefit of the children.</p> <p>Another concern is that all the money that I have generated for our</p>	<p>A revised budget will be prepared for the</p>

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
			<p>school, Ysgol Heulfre, may be dragged into a pot to maybe relive any deficits that may be in Ysgol Gwaenynog's finances and I would be concerned that their good budget would drag any deficit of ours forward using money that they would have worked hard to make.</p> <p>We have lots of projects going on, including partnership work with Theatre Cymru, International links with 6 other European countries in a Comenius project and also links with other establishments where we can gain grants for KS2 children the foundation of which allows us to think outside the box and give our children out of hours care, education and the opportunity to develop themselves as individuals. These will give them and their families the positive rewards that a community like ours requires to build into the future.</p> <p>Another reservation I have is for the community development. We have worked long and hard on all aspects of community focused strategies and I would hope that these would be strengthened. I work on three main principals. I believe in communication, forming good long and lasting relationships and timing any initiatives so that everything succeeds for the benefit of all.</p> <p>I look forward to seeing how this amalgamation develops. I want to see both schools going from strength to strength under one banner. I want to see all the hard work that has been put in over a period of time and all the funds generated to be used for the right purpose that is the education of our children.</p> <p>The main concern is that this amalgamation is not being used as a political pawn in a very dangerous game of trying to find money where we don't think money exists. I hope that this amalgamation</p>	<p>new school and full support will be given to the Temporary Governing Body during this transition period. Any balances and deficits of individual schools will be transferred to the new school.</p> <p>Any savings which may arise from the proposals will be reinvested within the overall Modernising Education Programme.</p>

Date of Response	Received from	Do you agree with the proposal?	Comments	Response from Denbighshire
			<p>is not going to be used in somebody's hidden agenda in an effort to save money here and there and maybe using the situation to further other projects within the County. I believe that any capital raised from the County becoming more forward thinking through modernisation, then that money raised through our amalgamation should be used for the benefit of Upper Denbigh and not anywhere else. This is a crucial aspect to any argument and one that will lead, I am sure, to people objecting when it comes to statutory notice.</p> <p>I would like to thank the County for the way it has conducted its various meetings on our behalf, but although I do give my agreement to the proposed amalgamation, I do hope that the reservations I have outlined in this letter will be thought about as real threats to the potentially great initiative for the community of Upper Denbigh.</p>	<p>In view of the need in some proposals for the investments to be made to generate savings it is not possible to determine where savings generated would be subsequently spent.</p>

Report To: Cabinet

Date of Meeting: 26 July 2011

Lead Member / Officer: Cllr Hugh H Evans / Alan Smith

Report Author: Ewan McWilliams

Title: Monitoring Corporate Plan Performance, Quarter 4 2010–11

1. What is the report about?

1.1. This report provides a summary of year end performance in 2010-11 against each outcome within the Corporate Plan.

2. What is the reason for making this report?

2.1. The reason for the report is to enable Cabinet to carry out a performance management function in relation to the Corporate Plan 2009-12. Performance management of the Corporate Plan is essential to ensure that the council is able to take action to address specific performance issues.

3. What are the Recommendations?

3.1. 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 could prove difficult.

3.2. That Cabinet approve the proposed Action Plan to address issues identified within this report (see paragraph 16 for details).

Report details

4. 2012 Indicators

4.1. 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”. 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.

4.2. 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 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. It should be noted that these are aspirational 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.

- 4.3. It has been necessary to amend a number of 2012 Indicator targets for 2011-12 so that the targets match the aims described in paragraph 4.2. Each target now matches the appropriate aim for that indicator based on the projected thresholds for Wales median and top quartile performance. The targets may need to be reviewed again following the publication of the all Wales data for 2010-11, as these data could effect our projections.
- 4.4. Earlier in 2010-11, the data highlighted a risk that our relative performance against the 2012 indicators may have worsened in 2010-11 compared to 2009-10. However, the data now presents a more positive picture where we look likely to maintain our relative position from 2009-10, with 65% in the top quartile; 10% in the second quartile; and 25% below the Wales median (figure 1). This is an extremely positive message, compared to that delivered in the Quarter 3 performance report for 2010-11. It should be noted that we will not know our actual position until we receive the all Wales data in the autumn.

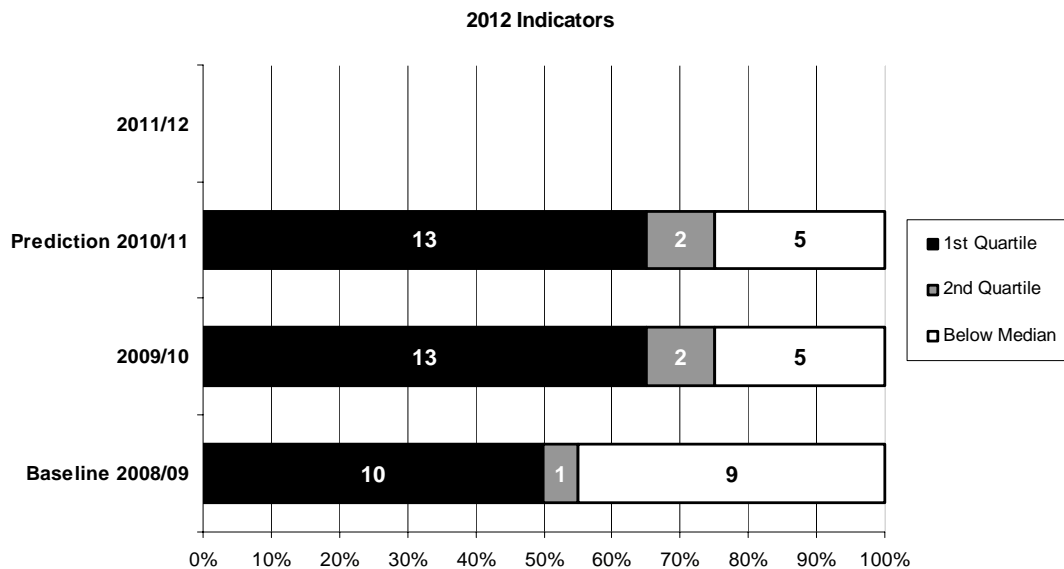


Figure 1 Shows our performance against the 2012 indicators. The 2010/11 performance is a prediction based on our end of year results and the projected median and upper quartile data.

- 4.5. Based on our predictions, there are 5 indicators where we may not have achieved performance above the Wales median in 2010/11. These are:
- **SCC002:** *the % of children looked after 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.* This indicator has sporadic performance, being below the Wales median in one year, and then moving into the top quartile, only to return to be below the median once again. However, it should be noted that some changes will have a positive impact on the child, and due consideration needs to be made of this when evaluating this indicator.

- **SCC033b:** *the % of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.* This indicator has rarely been above the Wales median and, although performance has improved recently, it is still not the level required to be top performing. We were unable to achieve 100% performance in this indicator for 2010-11 because one young person was in prison on their 19th birthday. The PI definition is clear that prison is not deemed to be suitable accommodation.
- **EDU002i:** *the % of all pupils, including those in LA care, in any LA maintained school, leaving compulsory education, training or work-based learning without an approved external qualification.* This indicator has shown steady improvement in recent years, although performance has never put the authority in a position where it is above the Wales median.
- **EDU002ii:** *the % of pupils in LA care, in any LA maintained school, leaving compulsory education, training or work-based learning without an approved external qualification.* This indicator, which is based on a small cohort, is at risk of falling below the Wales median for the first time in 2010-11.
- **EEF002:** *the % change in carbon dioxide emissions in the non domestic public building stock.* This indicator fluctuates year on year as it is based on a percentage change from one year to the next. Carbon emissions increased in 2010-11, as indicated by a negative percentage change. We therefore do not expect to have performed above the Wales median in 2010-11.

4.6. In order to achieve our ambitious targets in relation to the 2012 set, services will need to address any specific performance issues relating to the five indicators currently at risk of being below the Wales Median. This has to be done in conjunction with maintaining the necessary performance in the other 2012 indicators. Further detail relating to the 2012 Indicators is attached at Appendix I.

5. Improvement Objective 1: Adapting service delivery to address demographic changes

- 5.1. The “adapting service delivery to address demographic changes” Improvement Objective contains three outcomes.
- 5.2. The “**independence for older people**” outcome is about enabling older people to live safely and independently in their community, without the need for service provision. The indicators from this outcome were revised during 2010-11, and two were removed as it was agreed that the indicators did not adequately reflect the purpose of the outcome (reference: Cabinet Paper, Quarterly Performance Report, 29 March 2011). New indicators were identified as part of the development of the Corporate Plan 2011-12 Delivery Document (approved at Full Council on 12 April 2011). The outcome indicators for 2011-12 are more appropriate to measuring the success of our reablement approach.
- 5.3. The “independence for older people” outcome is currently successful, with all the indicators having a Green or Amber RAG status. However, in terms of

reducing the rate of older people supported in care homes, the data shows that our performance is as it was at the beginning of the Corporate Plan. This shows no actual improvement in this indicator over the course of the past two years. The revision of this outcome for 2011-12 should provide a clearer picture of the benefits being delivered by our reablement work.

- 5.4. The “**independence for people with learning disabilities**” outcome focuses on enabling people with learning difficulties to live safely and independently in their community. The structure of this outcome has remained relatively constant throughout the life of the Corporate Plan, and continues into 2011-12.
- 5.5. The “independence for people with learning disabilities” outcome is currently successful with all the indicators achieving a Green RAG status. The trend shows 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. The 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.
- 5.6. The “**community wellbeing**” outcome aims to provide community facilities that are available to meet the needs of an increasing population of older and disabled people. The structure of this outcome has remained relatively constant to date, but has been revised for 2011-12 to include additional indicators and a substantial increase in planned activity.
- 5.7. The “community wellbeing” outcome is currently successful, with the indicator achieving a Green RAG status, and the trend showing that we continue to maintain the number of communities engaged in sustainable support networks for older people. All of the projects and actions associated with this Improvement Objective are either completed or progressing as planned.

6. Improvement Objective 2: Reducing deprivation and growing Denbighshire’s economy sustainably by strategically targeting resources

- 6.1. The “reducing deprivation and growing Denbighshire’s economy sustainably by strategically targeting resources” Improvement Objective contains three outcomes.
- 6.2. The “**tackling the socio-economic deprivation in the Northern Coastal strip**” outcome aims to reduce the numbers of people who live in poverty or claiming Job Seekers Allowance (JSA) in Rhyl relative to Denbighshire.
- 6.3. The “tackling the socio-economic deprivation in the Northern Coastal strip” outcome has been partially successful, marred by a steady increase in JSA claimants since July 2010. This reflects a general decline in the condition of the local economy. However, we have excelled in the support provided to those people who are below the 60% poverty line. This increase in support reflects the general condition of the local economy where we have a growing population of people who require this support that are living below the 60% poverty line. The target to reduce the number of people below the 60% poverty line is linked to ensuring that those people identified as needing support receive all that they

are entitled to. The target for 2011-12 has already been exceeded, so a revised target should be set to provide an appropriate goal for the current year.

- 6.4. The target for the “additional number of Houses of Multiple Occupation (HMO’s) taken through the licensing scheme” has a red RAG status for 2010-11, with a performance of 7 against the target of 50 (although, in addition to the 7 achieved, there are many more which are close to being achieved). It is now felt that the target of 50 was far too optimistic, as much work is involved in processing these licenses. Consideration should therefore be given to whether the target for 2011-12 is also too ambitious, as that has also been set at 50 additional HMO’s.
- 6.5. The “**supporting sustainable economic growth**” outcome is about the local activity the council can take to support economic growth in a wider economic climate.
- 6.6. The “supporting sustainable economic growth” outcome has been partially successful. We have been consistently below target for JSA claimants in Denbighshire compared to Wales, in addition to the increase in people requiring support who live below the 60% poverty line (as mentioned above). However, the difference in economic inactivity between Wales (27.3%) and Denbighshire (26.1%) is positive, where Denbighshire now has a lower percentage of the working age population economically inactive. However, it should be noted that Wales and Denbighshire both have higher levels of economic inactivity when compared to the UK (23.7%). The ratio of house prices to average earnings has increased in 2010-11, despite a reduction in the House Price Index in that year. The ratio increase is due to a decline in the gross annual average earnings of residents in Denbighshire from 2009-10 to 2010-11.
- 6.7. The “**reducing the rate of decline in the rural economy**” outcome aims to arrest the decline in rural businesses and the tourism sector in Denbighshire.
- 6.8. The “reducing the rate of decline in the rural economy” outcome has been partially successful. Following the re-profiling of a number of the indicators, it is clear that the new targets have been achieved. There is a close relationship between the project outputs and the indicator targets, and where the targets have not been met, extensions to projects are taking place to ensure that the final outputs are achieved and targets met.

7. Improvement Objective 3: Modernising the education service to achieve a high level of performance across the county

- 7.1. The outcome for “**Denbighshire to be within the top 10 performing authorities in Wales for Key Stage performance**” is about increasing pupils’ exams performance in Denbighshire when compared to other authorities in Wales.
- 7.2. The general trend for attainment in Denbighshire has been one of improvement, and performance for all Indicators has improved since the start of the Corporate Plan. However, in some cases, the rate of improvement has not been as good as the general rate of improvement throughout Wales, and we therefore have

more work to do in order to meet our ambition of being within the top 10 performing authorities in Wales for Key Stage performance.

- 7.3. The overall status for the outcome, as defined by the indicators, is mixed with a number of indicators achieving a Green or Amber RAG status, and only one achieving a Red RAG. However, the true picture is unclear because the targets for 2010-11 were not set at the level necessary to achieve top 10 performance in Wales. Therefore, even though some targets were achieved, it is clear that we did not achieve our ambition of being in the top 10 councils in Wales for key stage performance in 2010-11.
- 7.4. The indicators for the outcome have been revised for 2011-12, following agreement at Cabinet. They are now aligned with national policy and are more reflective of the outcome. The original 5A*- C indicator has been 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).
- 7.5. The targets for all indicators and performance measures in this outcome have been revised for 2011-12, so that they are now consistent with future projections of the levels required to achieve top 10 performance.
- 7.6. Due to the difference between the financial and academic calendars, the exams that will determine our performance for 2011-12 are currently underway. This provides very little opportunity to do any more work to influence the results.

8. Improvement Objective 4: Securing a sustainable road network and flood defences

- 8.1. The “securing a sustainable road network and flood defences” Improvement Objective contains two outcomes.
- 8.2. The “**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. The outcome was unsuccessful in 2010-11, with the indicators performing below target and continuing to reflect the general trend of deterioration in road condition. The trend of deterioration in our principal A roads maintains the expectation that we will have relatively poor performance in 2010-11 when compared to the other Welsh authorities. This is also likely to be true for our non-principal B roads, although this national indicator was re-defined for 2010-11, so there is no historic data available for this indicator.
- 8.3. Provision has been made in the budget for us to invest an additional £1.5 million in our priorities during 2011-12. The largest proportion of this has been allocated to our roads, and the funding will be used to pay for approximately £7 million of prudential borrowing for major highways works.
- 8.4. The indicators for this outcome have been reviewed for 2011-12, and new local indicators developed to measure the impact of our highways capital maintenance programme (reference: Cabinet Paper, Quarterly Performance Report, 29 March 2011). The new indicators have been incorporated into year

three of the current Corporate Plan, which was agreed at Council on 12 April 2011.

- 8.5. The complete revision of indicators and activity for the roads outcome gives a fresh perspective that can be helped by sourcing historic data wherever possible. The Corporate Improvement Team should work with the Highways and Infrastructure Service to input any available historic data in the Ffynnon system prior to the 2011-12 Quarter 1 Performance Report being presented to Cabinet.
- 8.6. The “**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 the risk of frequent flood events. The first flood defence scheme to be completed was in Llangollen, which brought protection to 330 properties. Further flood defence schemes are being delivered to bring increased protection to many households throughout Denbighshire.
- 8.7. This outcome was unsuccessful in terms of the indicator not meeting its target by the end of the 2010-11 financial year. The indicator is intrinsically linked to the delivery of the flood defence schemes. The delay experienced with the Denbigh Flood Scheme due to phase 3 encountering some difficulties (poor tunnelling conditions, uncharted services and some contaminated ground), resulted in the forecast completion date being extended to July 2011. Once the project is completed, the target will be met. Success with future targets is also dependent on the timely completion of additional planned flood defence schemes.
- 8.8. For 2011-12, this means that the Corwen Flood Defence Scheme, as originally planned, would need to be completed by 31 March 2012. Our best expectation for completion of the Corwen Scheme (if funding is available) is currently 2012-13. Although we are still optimistic that the scheme will be funded, we are unlikely to meet our planned target for 2011-12.

9. Improvement Objective 5: Improving the way the council works

- 9.1. The “improving the way the council works” Improvement Objective contains one outcome, i.e. that the “**council is high performing and close to the community**”. This outcome is about how well we perform in: the 2012 indicators; our Improvement Objectives; the Residents’ Survey; and the corporate health indicators (e.g. sickness absence and performance appraisals). This Improvement Objective was the rationalisation of the original four Improvement Themes with the Corporate Plan 2009-12.
- 9.2. The overall status for the “council is high performing and close to the community” outcome, as defined by the indicators, is successful with all indicators achieving a Green or Amber RAG Status.
- 9.3. In relation to the 2012 indicators, we look likely to maintain our relative position from 2009/10. There are five indicators that we need to focus on during 2011-12 in order to meet our ambitious 100% target for 2012 (see paragraph 4 for further details).

- 9.4. The reported sickness absence figure for 2010/11 shows substantial improvement, from 10.91 days per FTE in 2009-10 to 9.21 days per FTE in 2010-11. This has the potential to move the council into the top quartile for Wales for this indicator, and this will be confirmed once the all Wales data is published later in the year. The council has also improved the completion rate of performance appraisals for eligible staff, from 87.78% in 2009-10 to 92.58% in 2010-11.
- 9.5. Improvement activity formed the greater part of this outcome, and the vast majority of projects and actions are either completed or progressing as planned.
- 9.6. The content of this Improvement Objective has been amended in 2011-12 to reflect the work of our Business Transformation Programme. The Business Transformation Board will ensure that we have the resources and internal mechanisms necessary to provide relevant and cost-effective services to meet the needs of our communities.

10. How does the decision contribute to the Improvement Objectives?

- 10.1. The information in this report is an overall progress update of the indicators and activity that make up the Corporate Plan. The end result is an evaluation of the likelihood of success for each outcome, and by association, each Improvement Objective. Further detail relating to the performance of each Improvement Objective is attached at Appendix II.

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

- 11.1. Any additional resource requirement (staffing or financial) will be determined and met by the service responsible for carrying out the activity.
- 11.2. The Corporate Plan 2011-12 has been equality impact assessed highlighting the need for additional equality impact assessments to be undertaken on specific projects and actions.

12. What consultations have been carried out?

- 12.1. A draft of this report was distributed to SLT for consultation on 16 June 2011, prior to it being discussed at a SLT meeting on 7 July 2011. The revised report was then agreed by the Leader and the Head of Business Planning and Performance and submitted to Cabinet.

13. Chief Finance Officer Statement

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

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

14.1. Slippage against the council's targets within the Corporate Plan creates a number of risks, including: financial risk from inefficient delivery; risk to the community through a failure to deliver quality services; and reputational risk from poor comparative performance with other authorities and regulatory reports. There are no risks associated with agreeing the recommendations.

15. Power to make the Decision

15.1. 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.

16. Action Plan

Action	By whom	By when	Lead Member
A revised target for supporting people to move above the 60% poverty line during 2011-12 should be set to provide an appropriate goal for the current year.	Regeneration, Planning & Regulatory Services	31 Aug 2011	Lead Member for Regeneration and Tourism
The 2011-12 target to be reviewed for the "additional number of Houses of Multiple Occupation (HMO's) taken through the licensing scheme".	Regeneration, Planning & Regulatory Services	31 Aug 2011	Lead Member for Regeneration and Tourism
Any historic data for the new "roads are of a high standard" outcome indicators to be inputted in the Ffynnon system.	Highways and Infrastructure Service / Corporate Improvement Team	31 Aug 2011	Lead Member for Environment & Sustainable Development



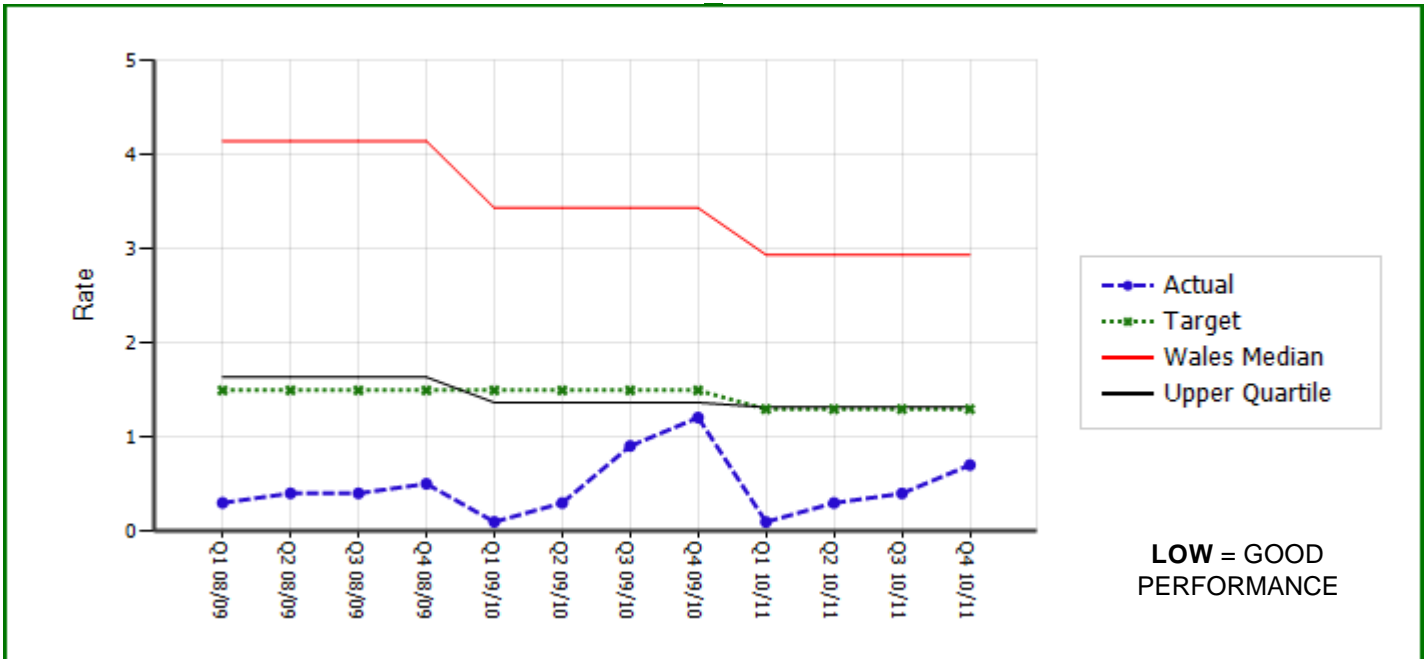
Becoming a 'High Performing Council':

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.
Q4 10/11	Excellent performance sustained and 1st quartile performance anticipated.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q4 10/11	↓	0.71	1.30	1.32	2.94
Q4 09/10	-	1.21	1.50	1.37	3.44
Q3 10/11	↓	0.40	1.30	1.32	2.94
Q3 09/10	-	0.91	1.50	1.37	3.44
Q2 10/11	-	0.30	1.30	1.32	2.94
Q2 09/10	-	0.30	1.50	1.37	3.44
Q1 10/11	-	0.10	1.30	1.32	2.94
Q1 09/10	-	0.10	1.50	1.37	3.44

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

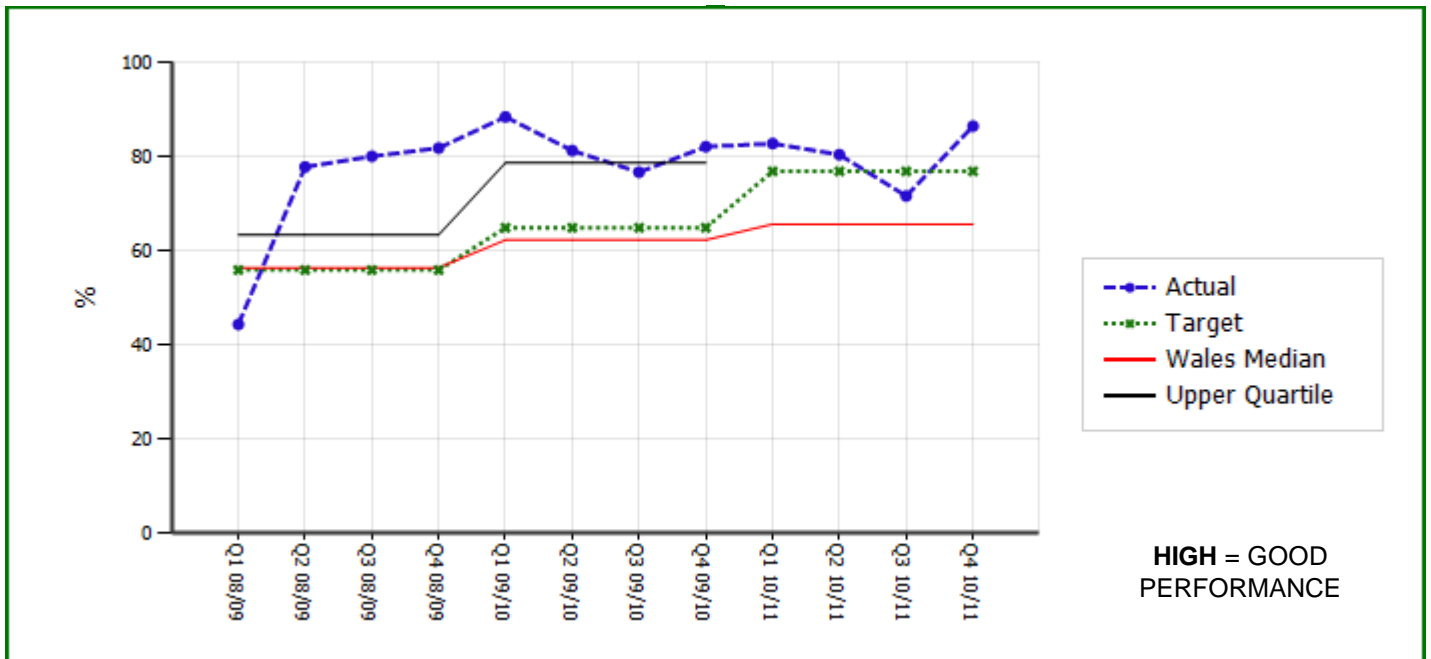
Low Risk. The target has been amended to reflect the projected performance necessary to remain in the top quartile and we are confident that we will remain in the top quartile for this indicator.



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.
Q4 10/11	Target met with evidence of risk being managed in 142 of the 164 referrals completed during the year.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q4 10/11	↑	86.59	77.00		65.75
Q4 09/10	-	82.22	65.00	78.80	62.40
Q3 10/11	↓	71.74	77.00		65.75
Q3 09/10	-	76.80	65.00	78.80	62.40
Q2 10/11	↓	80.53	77.00		65.75
Q2 09/10	-	81.40	65.00	78.80	62.40
Q1 10/11	↓	82.89	77.00		65.75
Q1 09/10	-	88.57	65.00	78.80	62.40

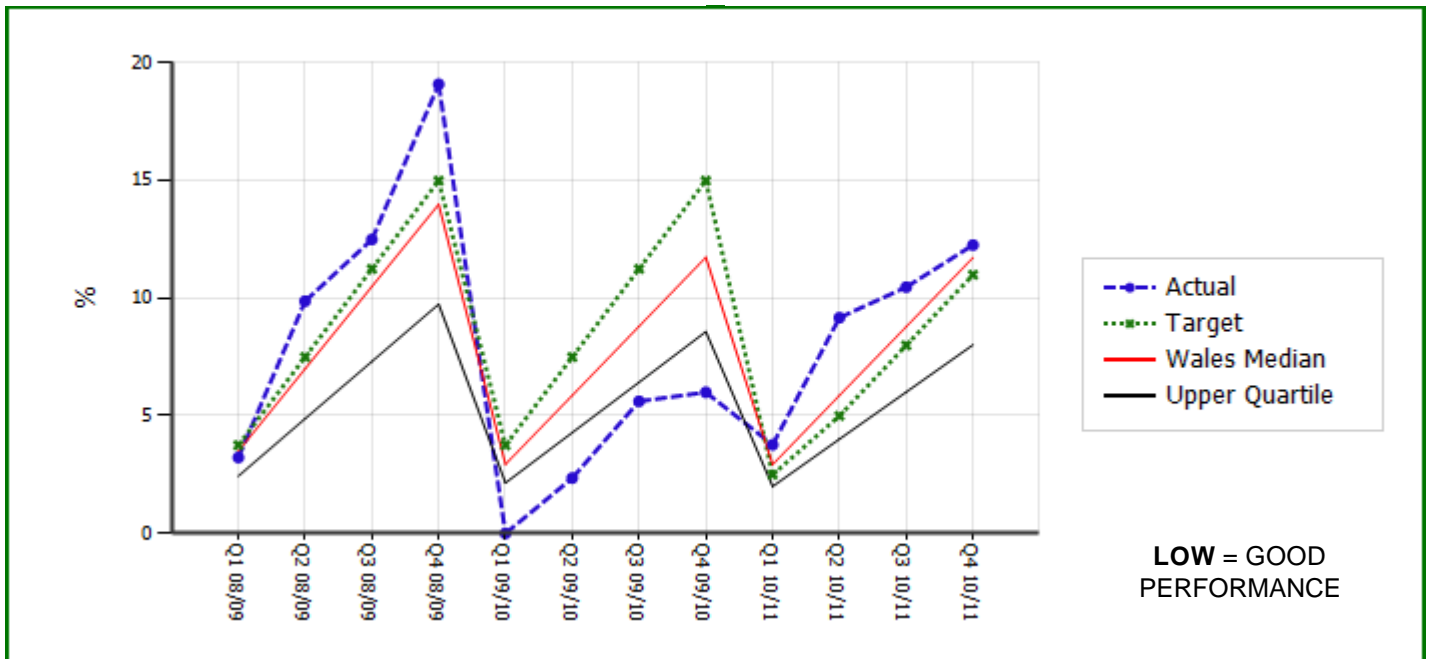
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Low Risk. The target has been amended to reflect the projected performance necessary to remain in the top quartile and we are confident that we will remain in the top quartile for this indicator. The target will need to be rechecked once the all Wales data is published in autumn 2011.

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
Q4 10/11	The PI does not distinguish positive moves made as part of long term care arrangements e.g. as part of an adoption. The majority of moves that have taken place have been for positive reasons.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q1 09/10	↑	0.00	3.75	2.15	2.94
Q2 09/10	▬	2.35	7.50	4.29	5.87
Q3 09/10	▬	5.62	11.25	6.43	8.81
Q4 09/10	▬	6.00	15.00	8.58	11.74
Q1 10/11	↓	3.77	2.50	2.00	2.93
Q2 10/11	▬	9.17	5.00	4.01	5.87
Q3 10/11	▬	10.48	8.00	6.01	8.79
Q4 10/11	↑	12.26	11.00	8.02	11.73

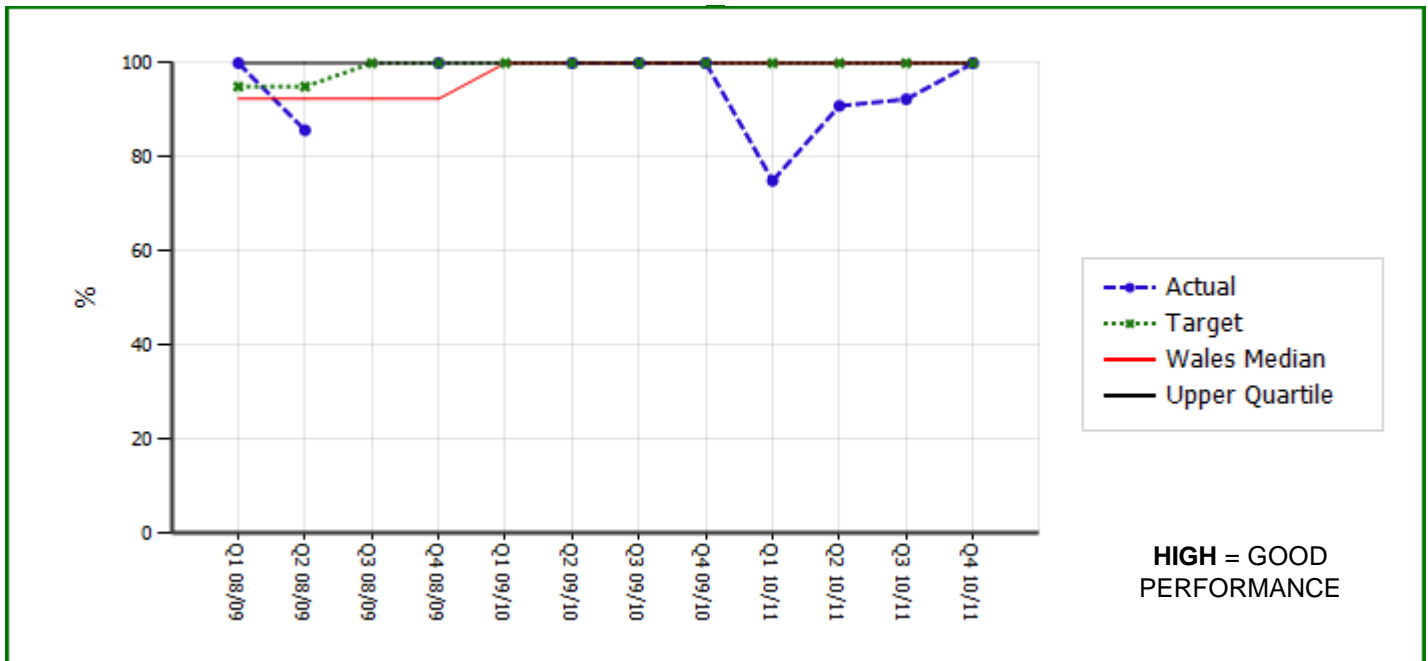
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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.

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%.
Q4 10/11	Denbighshire highlighted to WAG that there was a contradiction in the guidance for this PI. This has led to revised guidance and calculation of the PI. Under the revised guidance performance is 100%

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

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

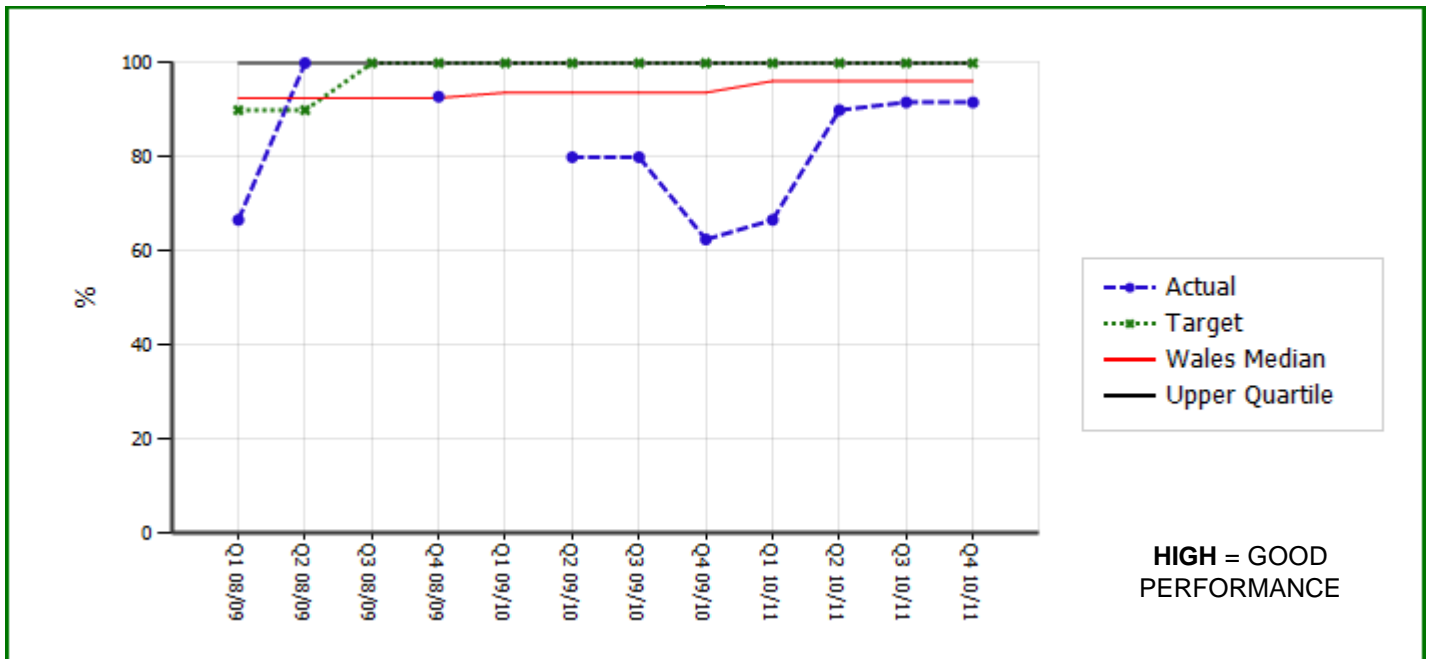
Medium Risk. There is a medium risk to achieving top 2 quartile status due to the relatively small cohort meaning that 100% performance is required in order to be successful.



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
Q4 10/11	There was one young person who was in prison on their 19th birthday. The PI definition is clear that prison is not suitable accommodation.

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

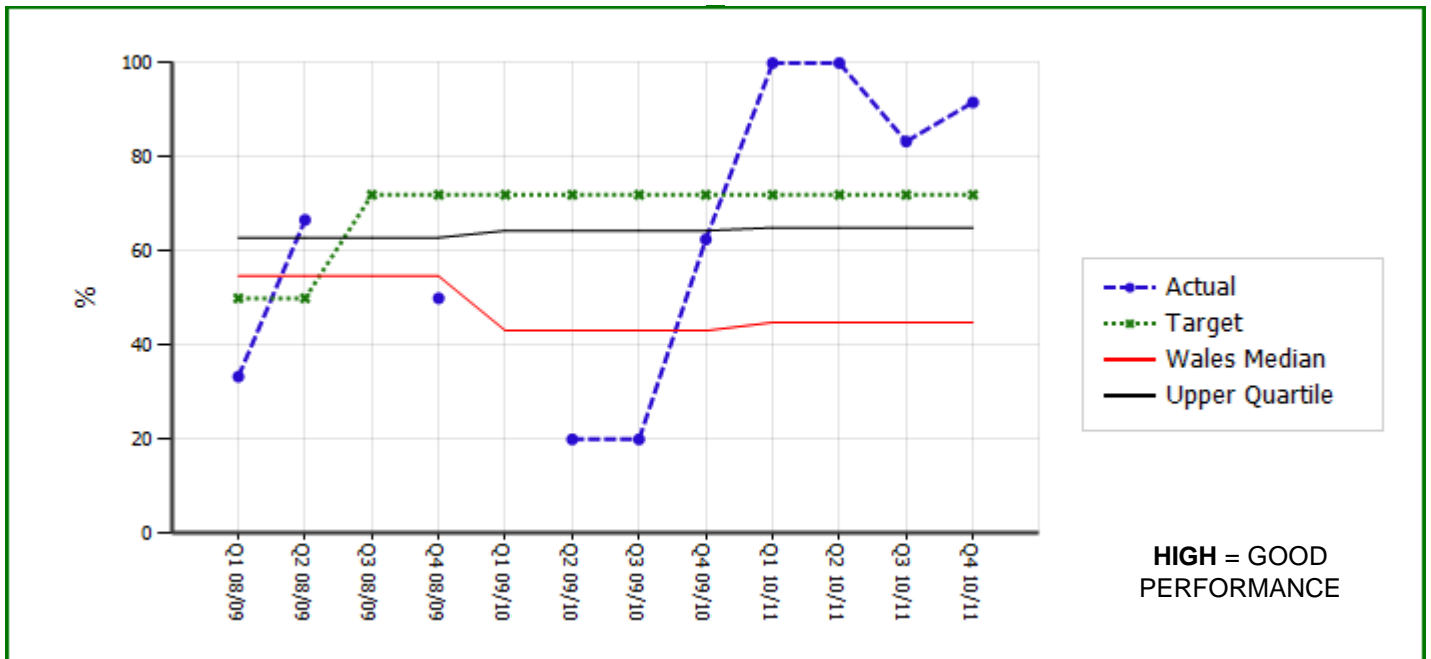
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

High Risk. There is a high risk to achieving top 2 quartile status due to past performance not being above the median and the relatively small cohort meaning that 100% performance is required in order to be successful.

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.
Q4 10/11	One young person was NEET. Whilst we would want to avoid any child being NEET this is within our target.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q1 09/10			72.00	64.38	43.11
Q2 09/10	■	20.00	72.00	64.38	43.11
Q3 09/10	■	20.00	72.00	64.38	43.11
Q4 09/10	▲	62.50	72.00	64.38	43.11
Q1 10/11	▲	100.00	72.00	65.01	44.85
Q2 10/11	■	100.00	72.00	65.01	44.85
Q3 10/11	■	83.33	72.00	65.01	44.85
Q4 10/11	■	91.67	72.00	65.01	44.85

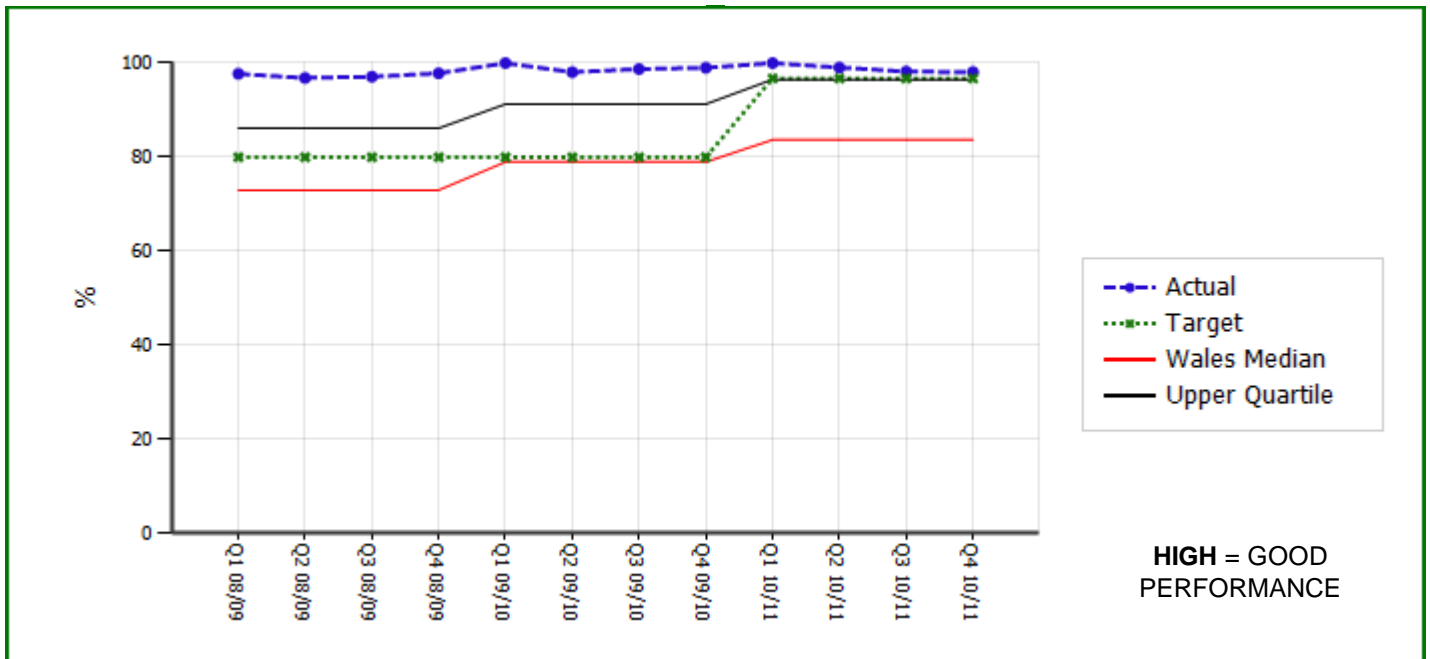
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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.

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.
Q4 10/11	We are showing a slight reduction in performance in 2010/11 affected by small number of individual cases. Despite this our projections suggest that our performance will remain in the top quartile going forward.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q1 09/10	■	100.00	80.00	91.29	78.99
Q2 09/10	■	98.08	80.00	91.29	78.99
Q3 09/10	■	98.74	80.00	91.29	78.99
Q4 09/10	■	99.00	80.00	91.29	78.99
Q1 10/11	▾	100.00	96.75	96.53	83.69
Q2 10/11	▾	99.07	96.75	96.53	83.69
Q3 10/11	▾	98.20	96.75	96.53	83.69
Q4 10/11	▾	98.10	96.75	96.53	83.69

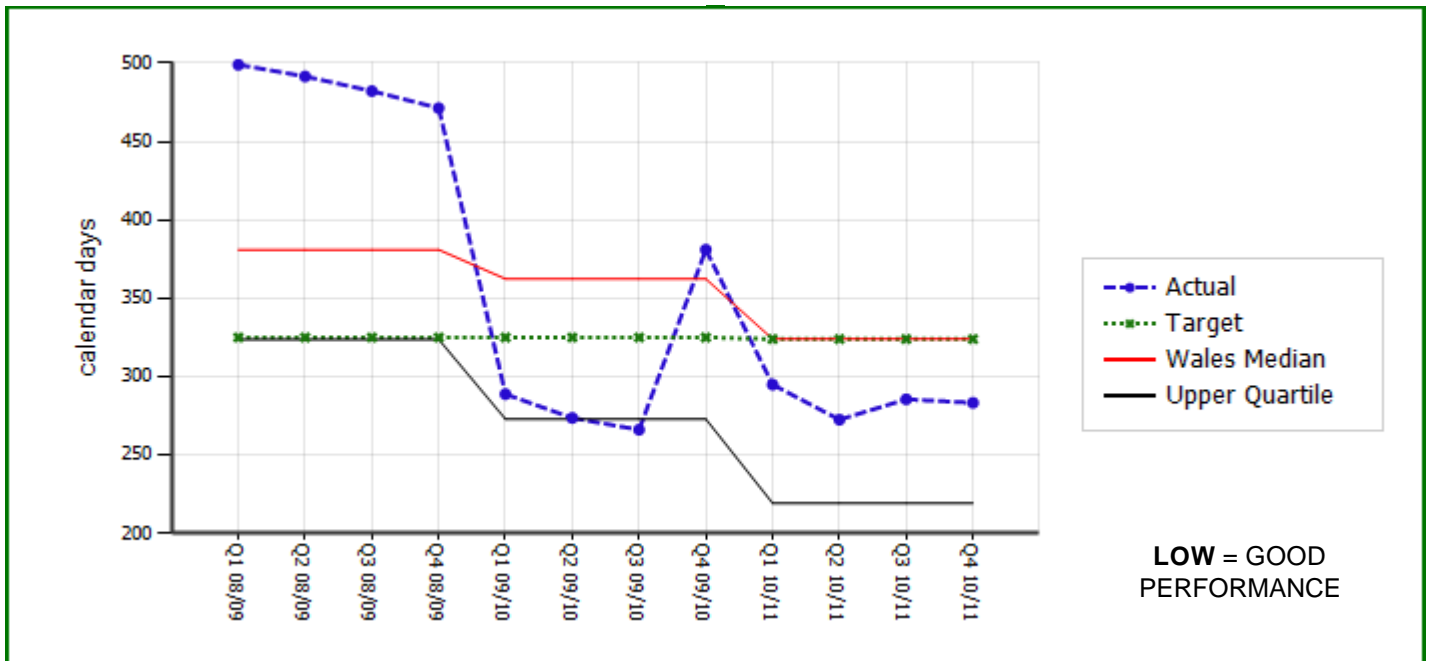
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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 has been amended. The projected performance will need to be revised when the all Wales data is published as the 100% projection for upper quartile performance looks unlikely to hold true.

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.
Q4 10/11	

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q4 10/11	■	283.34	324.00	219.31	324.00
Q4 09/10	⬇	381.01	325.00	272.98	362.40
Q3 10/11	■	285.55	324.00	219.31	324.00
Q3 09/10	■	266.12	325.00	272.98	362.40
Q2 10/11	⬆	272.55	324.00	219.31	324.00
Q2 09/10	■	273.66	325.00	272.98	362.40
Q1 10/11	⬆	294.94	324.00	219.31	324.00
Q1 09/10	⬆	288.85	325.00	272.98	362.40

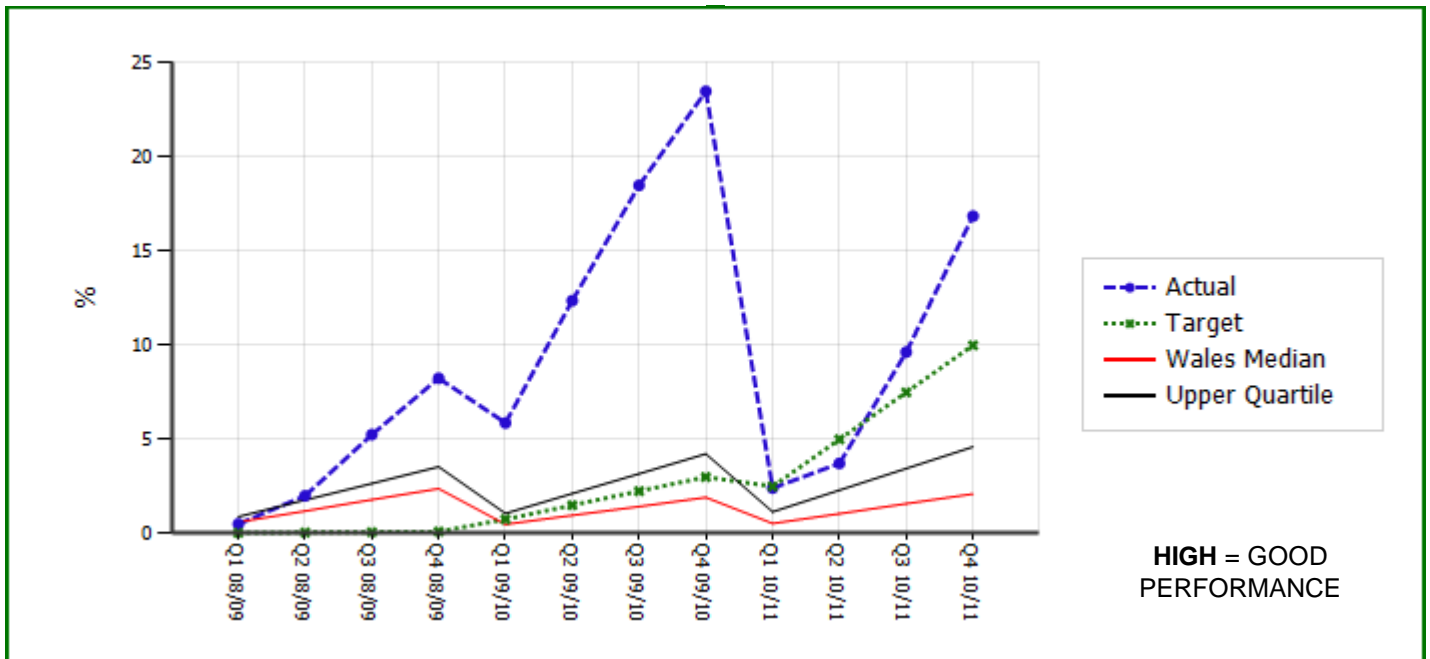
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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

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.
Q4 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
Q1 09/10	■	5.88	0.75	1.06	0.48
Q2 09/10	■	12.38	1.50	2.12	0.96
Q3 09/10	■	18.50	2.25	3.17	1.43
Q4 09/10	■	23.50	3.00	4.23	1.91
Q1 10/11	⬇	2.41	2.50	1.15	0.53
Q2 10/11	⬇	3.72	5.00	2.30	1.05
Q3 10/11	⬆	9.64	7.50	3.45	1.58
Q4 10/11	⬆	16.87	10.00	4.60	2.10

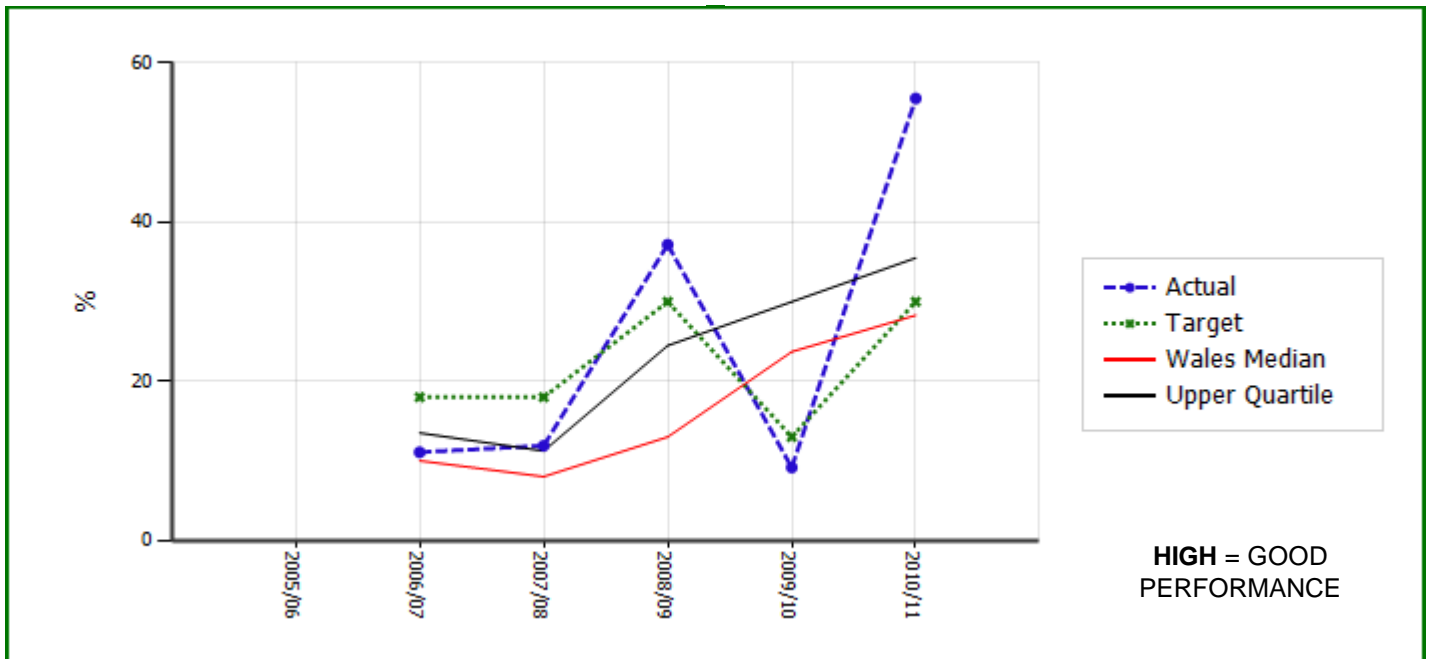
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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.

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
2009/10	
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
2006/07	■	11.08	18.00	13.50	10.00
2007/08	■	11.90	18.00	11.23	8.00
2008/09	▲	37.17	30.00	24.49	13.00
2009/10	▼	9.16	13.00	30.00	23.72
2010/11	▲	55.56	30.00	35.50	28.29

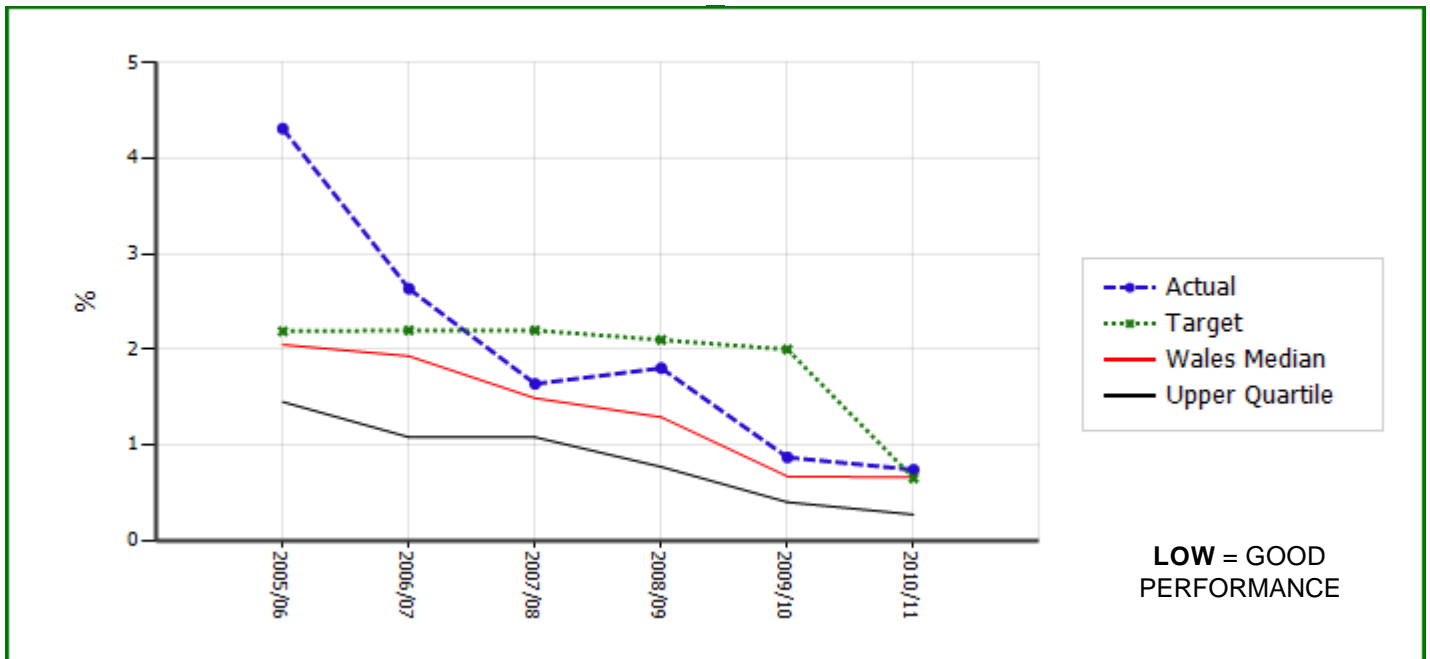
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Medium Risk. The target has been revised to reflect the aim of the 2012. The completion of 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.

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
2009/10	The authority has worked with schools to reduce the number of pupils leaving education with no qualifications and this has resulted in a reduction by one half to 0.9%.
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
2004/05	■	2.69	2.19		
2005/06	↓	4.31	2.19	1.45	2.05
2006/07	↑	2.64	2.20	1.08	1.93
2007/08	↑	1.64	2.20	1.08	1.49
2008/09	↓	1.80	2.10	0.77	1.29
2009/10	↑	0.87	2.00	0.40	0.67
2010/11	↓	0.74	0.65	0.27	0.66

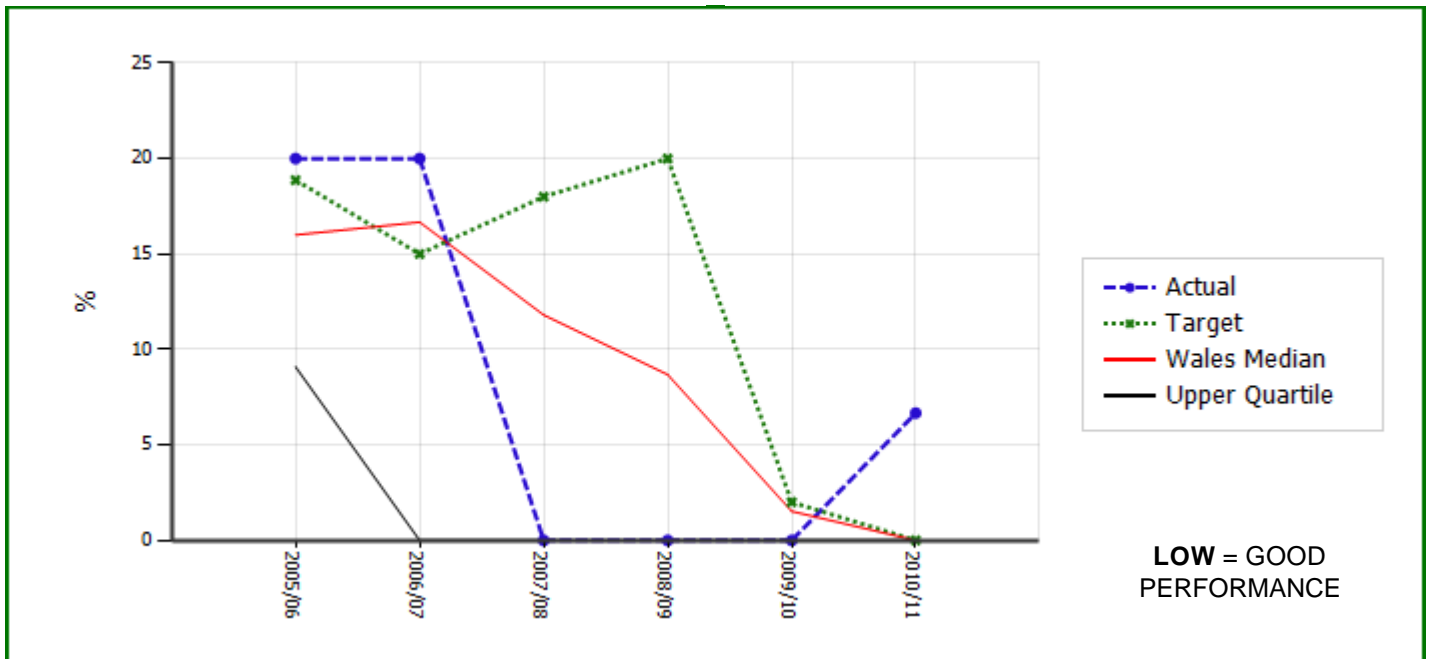
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

High 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.

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
2009/10	The authority has maintained its performance of all Looked After Children (LAC) gaining a qualification before leaving school.
2010/11	We are aiming and planning to be in the top two quartiles by 2011/12. However, it is very difficult to say that we are confident of achieving this until we know exactly who the young people are and what their circumstances are. In addition, the cohort is so small that a single occurrence will cause us to be unsuccessful, as occurred during the year.

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

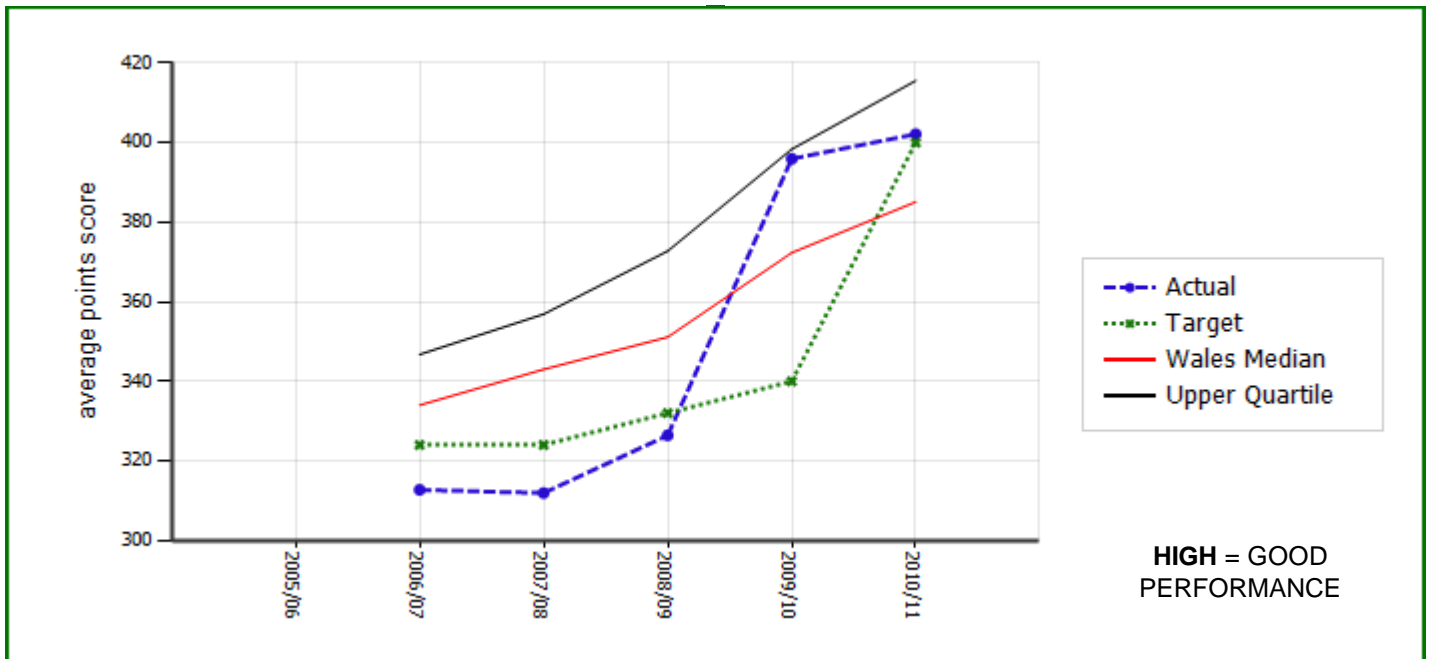
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

High 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.

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
2009/10	The target has been exceeded by more than 50 points and is well above the All Wales performance.
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
2006/07	⬇	312.70	324.00	346.75	334.00
2007/08	⬇	311.90	324.00	356.88	343.00
2008/09	⬆	326.39	332.00	372.75	351.12
2009/10	⬆	395.94	340.00	398.37	372.33
2010/11	⬇	402.13	400.00	415.58	385.11

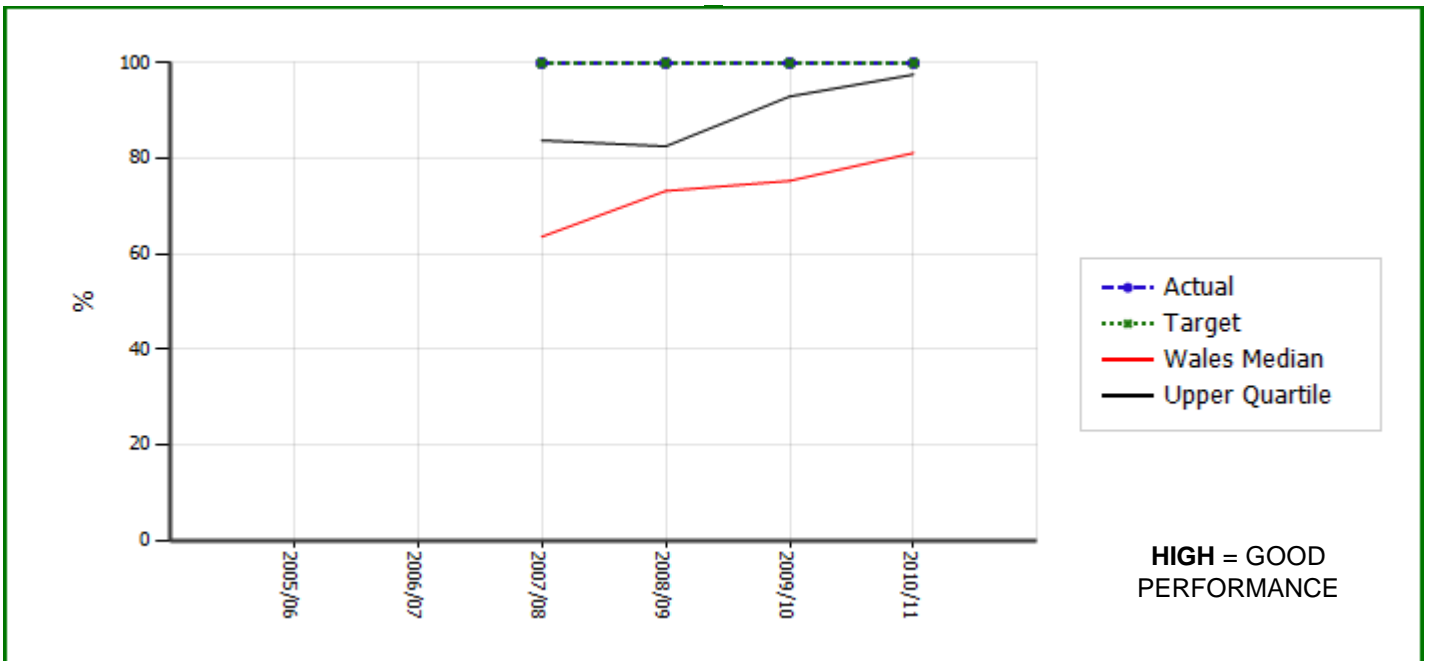
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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.

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
2009/10	
2010/11	It is expected that this target will be met. We are taking action to ensure that we provide all statements within timescales.

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

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

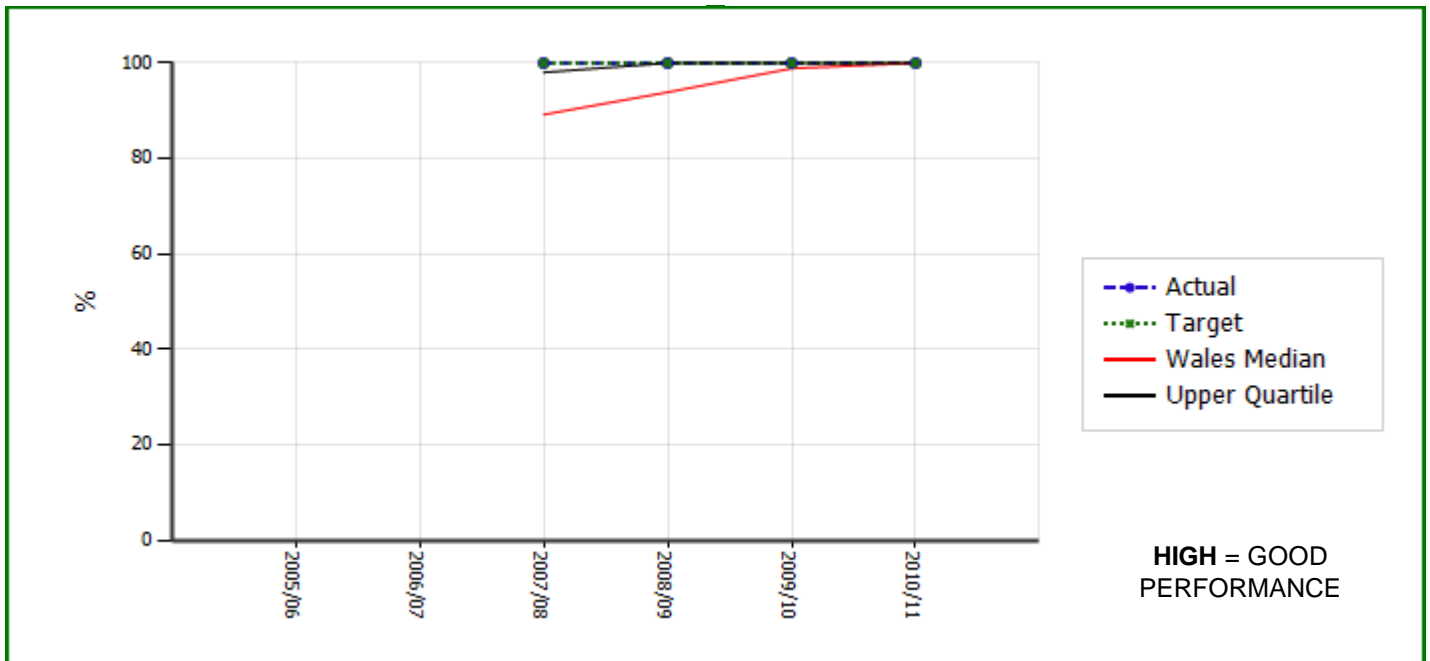
Low Risk. The service expects to issue all SEN statements within the 26 week period and the process is being monitored accordingly. We are confident that we will achieve top quartile status in 2012 for this indicator.



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



Period	Comment
2009/10	
2010/11	It is expected that this target will be met. We are taking action to ensure that we provide all statements within timescales.

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

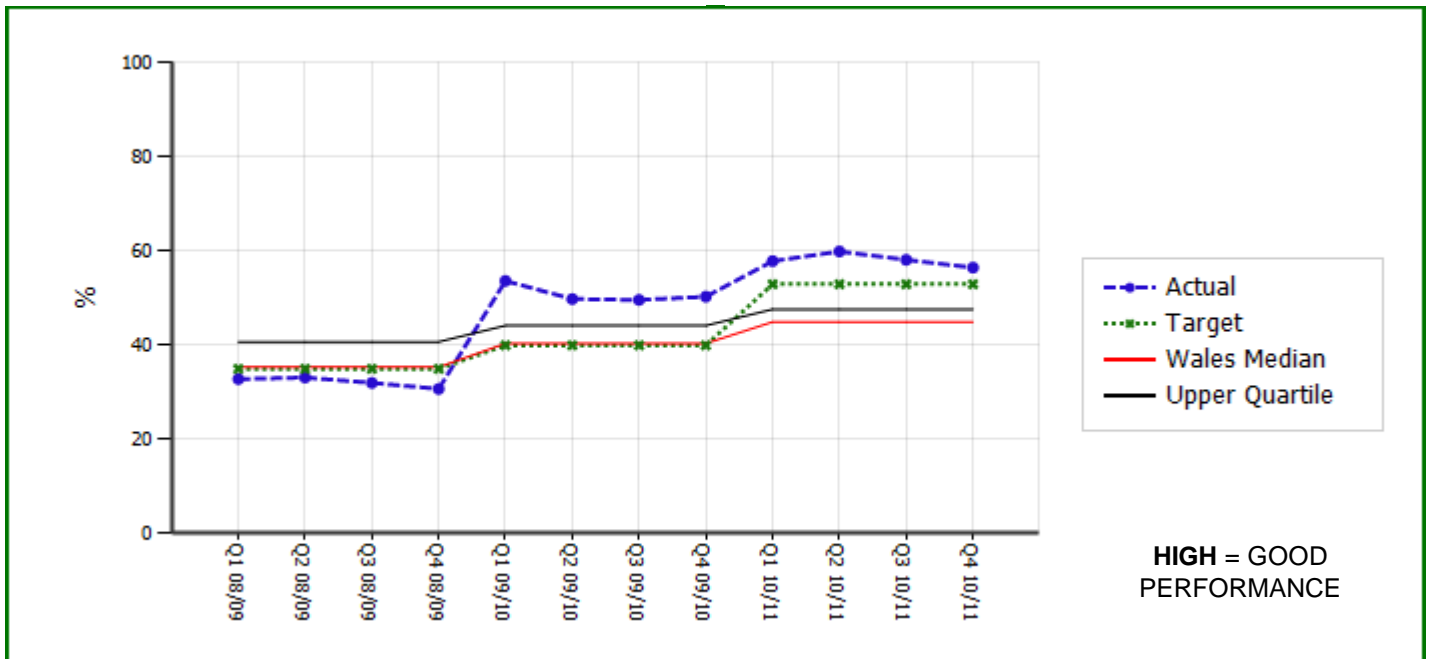
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Low Risk. 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.

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



Period	Comment
Q3 10/11	We are confident that we can maintain current performance. We continue to progress the x2 recycling scheme.
Q4 10/11	We are confident that we will maintain our current performance as we continue to progress the x2 recycling scheme.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q1 09/10	↑	53.70	40.00	44.19	40.40
Q2 09/10	▬	49.84	40.00	44.19	40.40
Q3 09/10	▬	49.65	40.00	44.19	40.40
Q4 09/10	▬	50.34	40.00	44.19	40.40
Q1 10/11	↓	57.90	53.00	47.65	44.98
Q2 10/11	↑	59.95	53.00	47.65	44.98
Q3 10/11	↓	58.18	53.00	47.65	44.98
Q4 10/11	↓	56.52	53.00	47.65	44.98

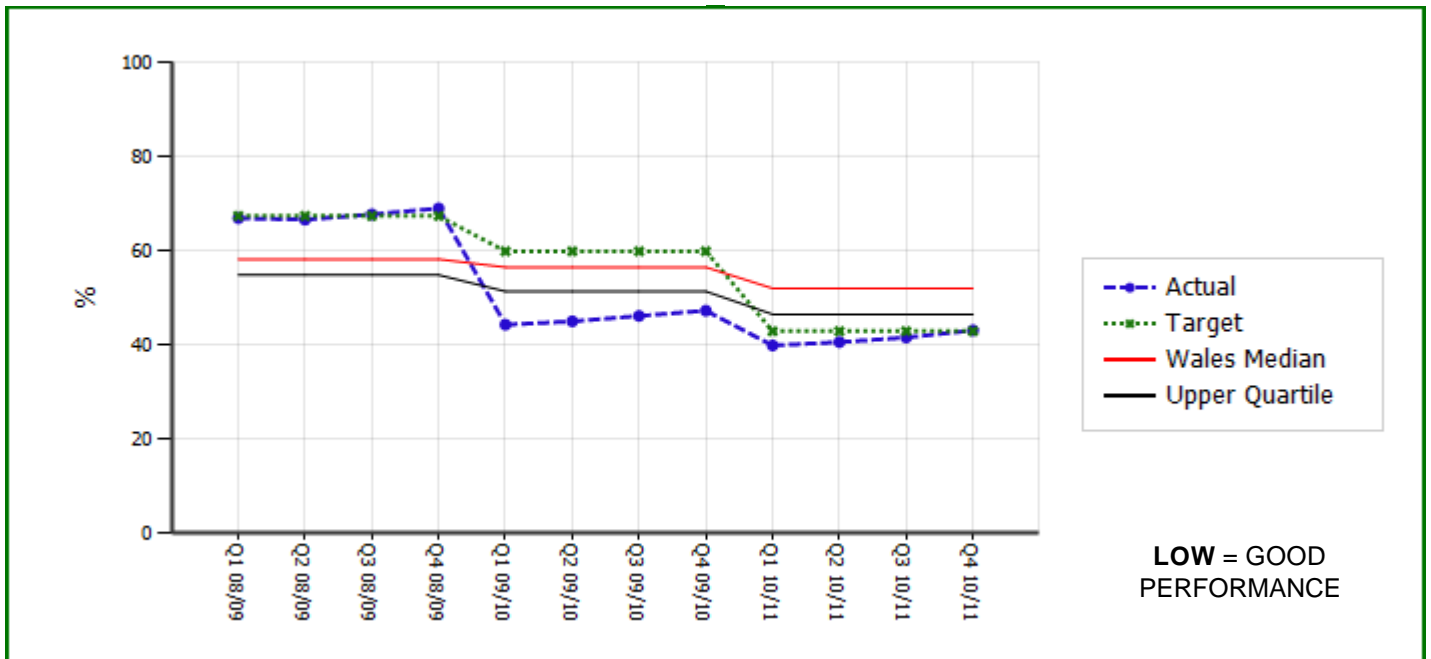
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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

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.
Q4 10/11	We are confident that we will maintain our current performance as we continue to progress the x2 recycling scheme.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q1 09/10	↑	44.38	60.00	51.46	56.60
Q2 09/10	▬	45.09	60.00	51.46	56.60
Q3 09/10	▬	46.25	60.00	51.46	56.60
Q4 09/10	▬	47.36	60.00	51.46	56.60
Q1 10/11	↓	39.96	43.00	46.58	52.11
Q2 10/11	↓	40.68	43.00	46.58	52.11
Q3 10/11	↓	41.66	43.00	46.58	52.11
Q4 10/11	↓	43.17	43.00	46.58	52.11

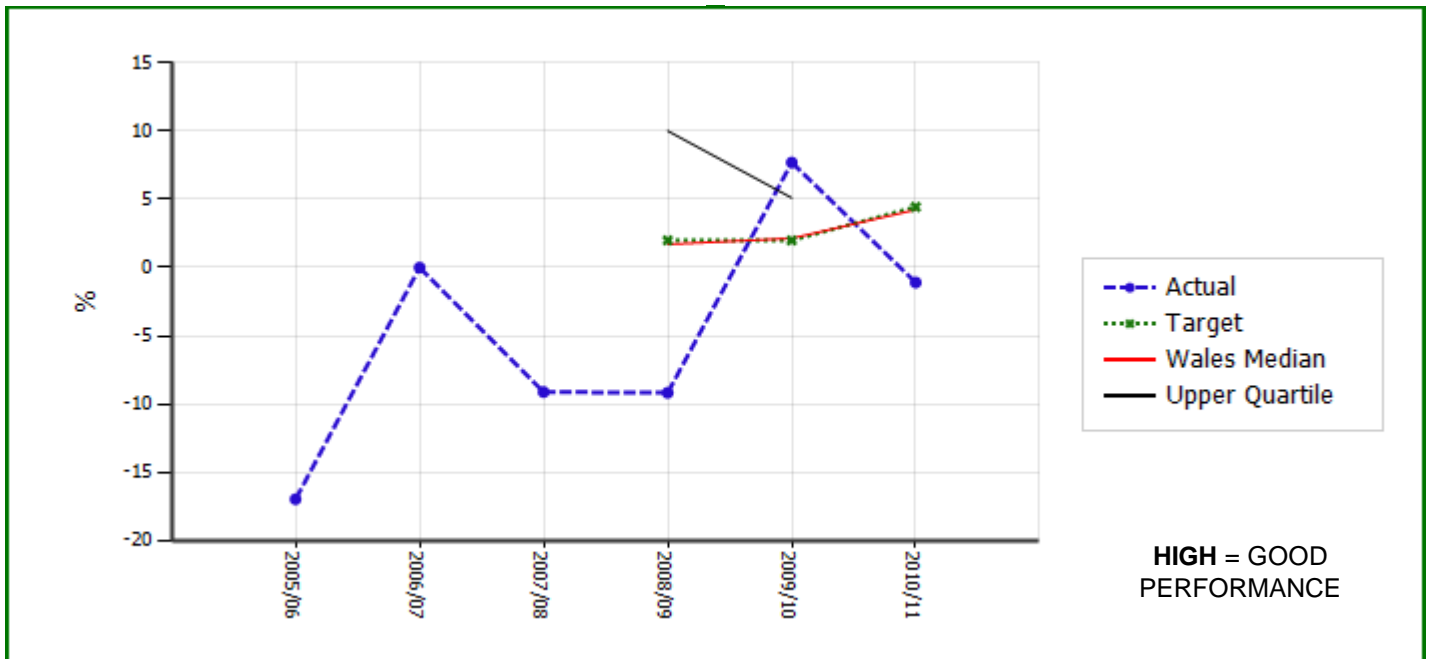
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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

EEF002: The percentage change in carbon dioxide emissions in the non domestic public building stock

Head of Service: Paul McGrady

Lead Member: Cllr Paul Marfleet



Period	Comment
2009/10	see notes
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 an increase.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
2005/06		-16.98			
2006/07		0.01			
2007/08		-9.12			
2008/09	⬇️	-9.18	2.00	10.03	1.71
2009/10	⬆️	7.71	2.00	5.12	2.15
2010/11	⬇️	-1.09	4.45		4.24

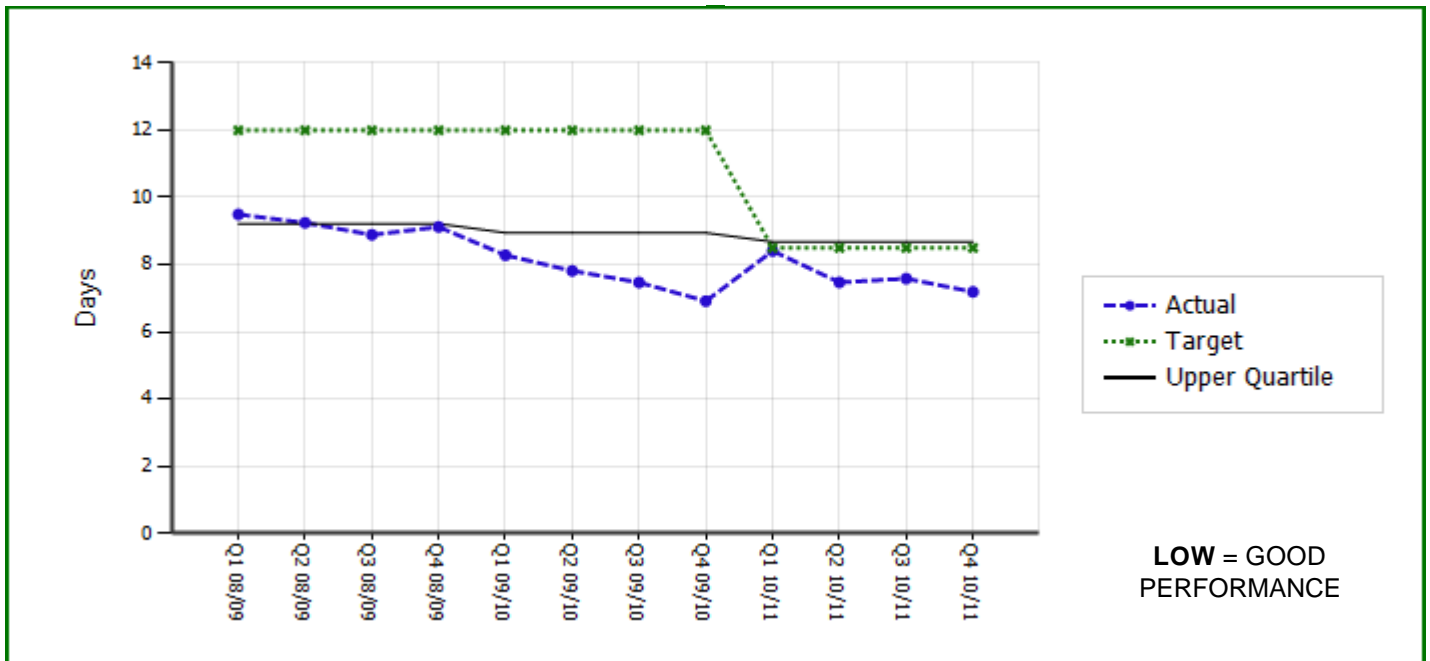
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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.

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

Head of Service: Paul McGrady

Lead Member: Cllr Julian Thompson-Hill



Period	Comment
Q3 10/11	
Q4 10/11	Our target was amended to align with the projected upper quartile limit. Based on this realignment and our year end performance we project that we have successfully maintained performance that will keep us in the top quartile.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q1 09/10	■	8.28	12.00	8.95	9.94
Q2 09/10	■	7.82	12.00	8.95	9.94
Q3 09/10	■	7.47	12.00	8.95	9.94
Q4 09/10	■	6.91	12.00	8.95	9.94
Q1 10/11	▼	8.41	8.50	8.68	7.53
Q2 10/11	▲	7.47	8.50	8.68	7.53
Q3 10/11	▼	7.59	8.50	8.68	7.53
Q4 10/11	▲	7.19	8.50	8.68	7.53

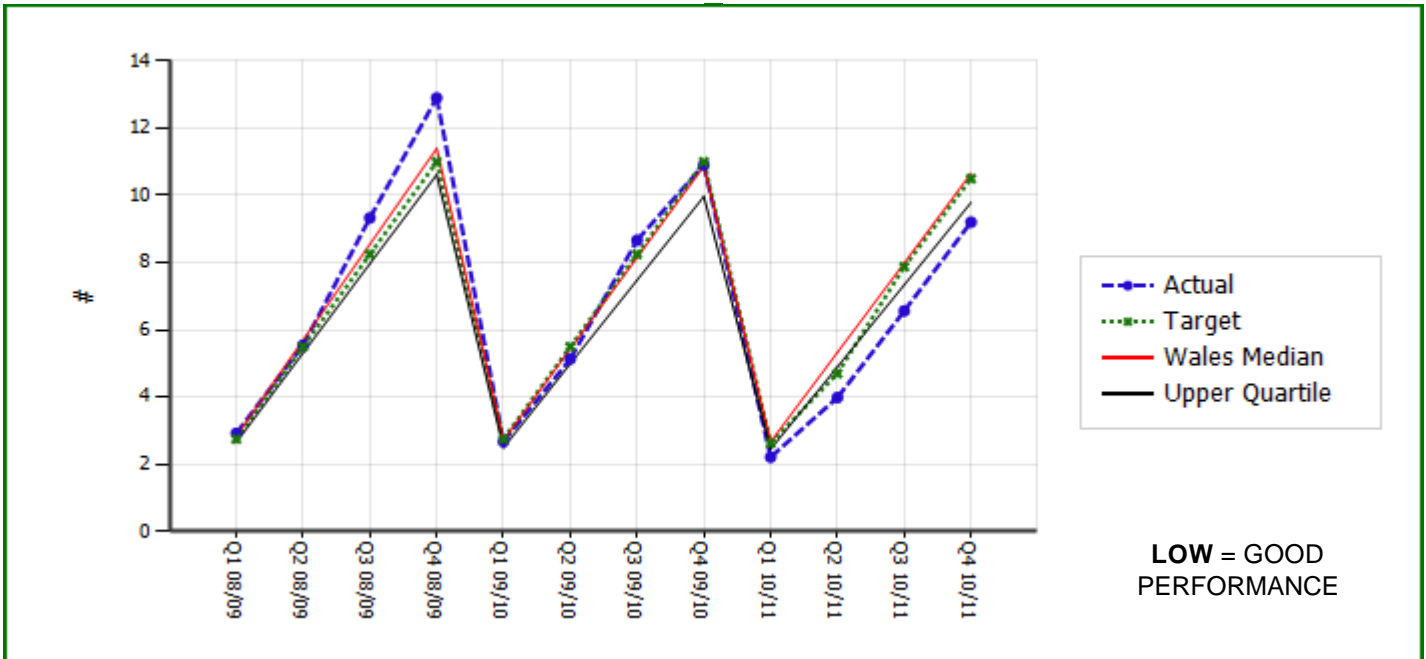
3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

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.

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.
Q4 10/11	There has been a solid improvement in the level of sickness absence experienced by the council. This improvement should be enough to secure a position above the median. The final position will become clear once the all wales figures are published later this year.

Period	RAG	Actual	Target	Upper Quartile	Wales Median
Q1 09/10	↑	2.67	2.75	2.49	2.72
Q2 09/10	↑	5.13	5.50	4.99	5.44
Q3 09/10	↓	8.67	8.25	7.48	8.15
Q4 09/10	↑	10.91	11.00	9.97	10.87
Q1 10/11	↑	2.21	2.63	2.45	2.67
Q2 10/11	-	3.98	4.70	4.90	5.33
Q3 10/11	-	6.56	7.88	7.34	7.99
Q4 10/11	-	9.21	10.50	9.79	10.66

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

Medium Risk. Our current performance has improved and our target now track the upper quartile projection. The indicator remains a medium risk due to the pressures staff are likely to experience as changes are anticipated as a result of the continued budget pressures.



Improvement Objective 1: Adapting service delivery to address demographic changes

Indicators of Success

Title	Actual	Target	RAG
The number of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	31.00	34.00	■
The number of communities engaged in developing sustainable support networks for older people	6.00	6.00	■
The number of older people aged 65+ who are supported in a care home reduced	536.00	552.00	▲
The numbers of adults with learning disabilities helped to live at home increased	241.00	227.00	■
The rate of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	0.55	0.60	▼
The rate of adults with learning disabilities helped to live at home increased	4.29	3.90	■
The rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	26.03	26.00	▲

Improvement Activity

Title	RAG
Develop co-located Health and Social Care models throughout Denbighshire	●
Develop individual budgets and self directed support for learning disabilities clients	●
Establish Community Initiatives	●
Facilitate employment and work experience opportunities through effective partnerships	●
Implement and embed the Council's reablement approach to Care Planning across services to older people	●
Intensively Supported Independent Living	▲
National Aquatics Plan (Free Swim Initiative)	●
Prestatyn Extra Care Housing	●
Regional collaboration with other Councils and NHS to support learning disabilities clients	●
Review of Services Provided to Older People in Sheltered Housing	●
Ruthin Extra Care Housing	●
Telecare in Denbighshire	●

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

Indicators of Success

Title	Actual	Target	RAG
Incidence of criminal damage in Rhyl	47.00	62.50	■
Reduce decline in rural businesses	7.00	7.00	■
Reduce decline in tourism sectors	3144.00	3000.00	■
The additional number of Houses in Multiple Occupation (HMO's) taken through the licensing scheme	7.00	50.00	■
The gross number of jobs crated in rural micro businesses	21.00	7.00	■
The number of new and existing micro rural enterprises (<10 employees) financially assisted	34.00	15.00	■
The number of social enterprises assisted	9.00	12.00	■
The number of village facilities improved	7.00	12.00	■
The ratio of average house prices to average earnings	5.68	6.84	■
The relative reduction in economic inactivity	25.50	27.40	■
The relative reduction in Job Seekers Allowance claimants in Denbighshire	0.00	0.21	■
The relative reduction in Job Seekers Allowance claimants in each LSOA area in Rhyl	4.11	3.50	■
To reduce the number of people below the 60% poverty line	527.00	334.00	■

Improvement Activity

Title	RAG
Achieving Economic Regeneration through EU INTERREG projects	●
Community Grants	●
Implementing Council funded projects funded through the Rural Development Plan	●
North Wales Strategic Regeneration Area	●
PRIDE workstream being developed to include a pilot project to encourage community involvement in caring for neighbourhoods	●
Raising SKILLS levels in the current and future working age population	●
Reduction in poverty through the delivery of additional welfare rights services	●
Shopfront Improvement Scheme	●
Sustainable housing market in West Rhyl	●
Town Centres Summit	●

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

Indicators of Success

Title	Actual	Target	RAG
Raise the percentage of pupils achieving 5 A* to C	59.20	57.00	↓
Raise the percentage of pupils achieving the Core Subject Indicator at Key Stage 1	82.40	83.30	↓
Raise the percentage of pupils achieving the Core Subject Indicator at Key Stage 2	78.11	77.50	↑
Raise the percentage of pupils achieving the Core Subject Indicator at Key Stage 3	63.90	64.00	↓
Raise the percentage of pupils achieving the Core Subject Indicator at Key Stage 4	43.30	49.00	↓

Improvement Activity

Title	RAG
Area Review: Dee Valley West	●
Area Review: Prestatyn	●
Develop bid for 3rd tranche of transition funding	●
Develop co-located Health and Social Care models throughout Denbighshire	●
Develop individual budgets and self directed support for learning disabilities clients	●
Formalise and review SLAs for the 2009 – 2012 period for Catering	↑
Review current arrangements regarding repairs and maintenance and develop procedures allowing schools to manage low risk maintenance	●
Review non-fair funded services	↑
Rhyl High School: New Build (Feasibility)	●
School Reorganisation and Modernisation	●
Support for Improving School Attendance	●
Support for School Improvement	●
Welsh Education Scheme	●

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

Indicators of Success

Title	Actual	Target	RAG
The number of properties with a reduced risk of flooding as a result of programmed work	330.00	580.00	⬇️
THS011a - The percentage of Principal (A) roads that are in overall poor condition	6.26	4.00	⬇️
THS011b - The percentage of non-principal/classified (B) roads that are in overall poor condition	11.38	9.50	⬇️

Improvement Activity

Title	RAG
Develop co-located Health and Social Care models throughout Denbighshire	⬆️
Develop Gully Emptying Programme of Work	⬆️
Develop individual budgets and self directed support for learning disabilities clients	⬆️
Flood Defence Scheme: Corwen	⬇️
Flood Defence Scheme: Denbigh	⬇️
Flood Defence Scheme: West Rhyl	⬇️
Highways Asset Management: Implementation of symology as a complete Highway Asset Management software package	⬇️
Purchase of Jet Patcher	⬆️
Review Council's Gully Emptying Policy and Equipment	⬆️
Roads and Highways Capital Maintenance Programme	⬆️

Improvement Objective 5: Improving the way the council works

Indicators of Success

Title	Actual	Target	RAG
CHR002 - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	9.21	10.50	■
LCHR001 - % of eligible staff who have had a performance appraisal	92.58	100.00	↓
LICW002 - The percentage of priority outcome measures on target	54.84		
PPM06 - The percentage of 2012 Indicators in top two quartiles for Welsh Local Authorities	75.00	73.00	↓

Improvement Activity

Title	RAG
Agree and Publish our Medium Term Financial Plan 2010 - 2013	
Asset Challenge Process (critical review of the council's stock of assets)	●
Change Programme: Corporate ICT and Information Management	
Change Programme: Democratic Services	↑
Change Programme: Finance	
Change Programme: HR and Health & Safety	●
Change Programme: Legal Services	●
Change Programme: Procurement	
Change Programme: Property Services	●
Conduct a Review of Democratic Arrangements	↑
Conduct a Review of Strategic Partnership Structures	●
Conduct a Review of the Effectiveness of Community Forums	●
Develop a Partnership Governance Framework	●
Develop a system of integrating Equalities into Business Planning	↓
Develop Joint Business Planning with Conwy County Borough Council	●
Develop PARIS as a key tool for supporting implementation of our reablement model of care delivery	●
Developing the role of Area Elected Member Groups	●
GAIA Programme: Asset Management	↑
Implementation of the Ffynnon performance management system for Corporate and Service Business Plans	●
Improvement Agreements	●
Integrated Community Strategy	●
iTrent	●
Joint Food Waste Treatment Project	●
Joint Residual Waste Project	●
LDA: Engaging with Denbighshire's Citizens	↑
Produce a Corporate Workforce Planning Strategy	↑
Producing a Community Engagement Strategy	●
Resident's Survey	●
Review of Policy Making	●

Report To: Cabinet

Date of Meeting: 26 July 2011

Lead Member / Officer: Councillor H H Evans, Leader and Lead Member for Customers and Communities

Report Author: Gareth Watson, Corporate Communications Manager

Title: Corporate Communications' Strategy 2011/12

1 What is the report about?

This report is a revised version of the Council's Corporate Communications Strategy.

2 What is the reason for making this report?

Most of the actions included in the previous strategy, adopted by Cabinet in June 2009, have been concluded or are on-going and this is a timely opportunity to revisit the communications strategy, in light of emerging issues facing the Authority.

3 What are the Recommendations?

To approve the report and action plan outlined in Appendix 1.

4 Report details

Improving both internal and external communication continues to be a strategic priority for the Council.

The Council needs to be clear on its key messages on what the Council is trying to achieve: finding savings in a very difficult financial climate; making the best use of our staff; protecting front line services wherever possible and providing value for money services.

The Council needs to take into account the findings of The Big Debate consultation, the staff survey results and the residents' survey planned for late 2011. The findings will need to inform this strategy – what kind of information people need and want to know about and how they prefer to receive the information.

The Council also needs to be more proactive with its marketing activity, including further developing our strategy for promoting Denbighshire County Council, its sites and its services. Although there is no separate marketing strategy in place, the intention of this document is to cover all aspects of the marketing/communications mix.

5 How does the decision contribute to the Corporate Priorities?

This strategy highlights the need for the Council to be clear about the messages it wants to communicate to all stakeholders, in particular about the work that the Council is undertaking to meet its corporate priorities.

This strategy outlines the communications and marketing channels available to the Council.

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

The delivery of the Action Plan will require a change of focus in the current way of working of the Corporate Communications Team. It will also involve commitment from all members of staff, to act as ambassadors for the Authority.

Any financial costs will be absorbed within existing resources.

7 What consultations have been carried out?

The Strategic Communications Group has provided amendments and suggestions for inclusion which have now been included in the Strategy Action Plan.

Positive feedback has also been received from the Senior Leadership Team.

8 Chief Finance Officer Statement

There are no obvious financial implications from this report. All costs should be contained within existing budgets.

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

No risks associated with agreeing the recommendation. Failure to agree to the recommendation will result in a lack of co-ordinated approach to communication. This could lead to a lack of clarity of corporate message, which in turn could damage the Council's reputation.

10 Power to make the Decision

Section 111 of the Local Government Act 1972 – subsidiary powers of local authorities

CORPORATE COMMUNICATIONS STRATEGY

2011

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1. Foreword

One of the Council's key strategic aims is to bring the Council closer to the Community', an aim that continues to be relevant and this aim needs to be reflected in all our communications, marketing and public facing activities. This also needs to link closely to a strategy that is being developed which will outline how we intend to become closer to our communities.

Most of the actions included in the previous strategy, agreed by Cabinet in 2009 have been concluded or are on-going and this is a timely opportunity to revisit our communications strategy, in light of emerging issues facing the authority.

We also need to be more proactive with all our marketing activity, including further developing our strategy for promoting Denbighshire County Council, its sites and its services. Although there is no separate marketing strategy in place, the intention of this document is to cover all aspects of the marketing/communications mix.

The budget situation is having a major impact on the authority and is expected to do so for the coming years. This means a lot of change coming our way and with change is the need to keep people informed.

We need to be clear on our key messages on what the council is trying to achieve: finding savings in a very difficult financial climate; making the best use of our staff; protecting front line services wherever possible and provide value for money services.

The council has clear priorities: modernising education, responding to demographic change, regeneration and improving roads and flood defences. These priorities need to underpin our communication efforts.

We must take into account the views of local residents. The results of the bi-annual residents survey will be published later this year. The findings will need to inform this strategy- taking into account what kind of information people need to know about and how they prefer to receive the information.

The Big Debate around the budget issues generated many comments from residents and we need to take into account the feedback and provide information about the issues highlighted by the public.

The results of the staff survey will also be published and the action plan could be changed if appropriate to reflect the findings of the survey.

Whilst we will inevitably need to deal with reactive issues in the media and in our communities, we must make every effort possible to market council services and celebrate successes and achievements of the council and its employees. This can be done through targeted publicity and promotional campaigns.

And to effectively communicate our messages, we need to understand what channels of communication work for various groups and target our communication in a simple, understandable and engaging way.

This strategy sets out a co-ordinated approach to internal and external communications and media activities to publicise the council's priorities and the action it will be taking to improve services for those who live in, work in or visit Denbighshire.

The strategy also looks at the rapidly changing ways of communication, such as the use of social networking sites, as well as trying new things to support the strategic direction and improving our traditional communication methods which are now well established.

Communication is vital in times of change and this document provides strategic direction on what we should communicate and how.

We will be reviewing this document every 12 months. This will allow us to adapt our messages and method of communication, to meet on-going changes and new challenges.



Councillor Hugh H Evans
Leader of Denbighshire

2. Successes of the previous strategy

Here are some of the achievements from the previous strategy:

- In 2010, 503 press releases were issued by the Council, with those press releases appearing 1,178 times. There were 3,585 articles related to Denbighshire in 2010, 64.6% of them were positive.
- The Council ran a successful consultation campaign around the Big Debate, with 65 residents submitting comments and ideas. The campaign also received press coverage and generated feedback via our website.
- We hosted our first Excellence Denbighshire awards ceremony with over 100 nominations.
- We are ready to roll-out a brand new team briefing and Member briefing system.
- A Corporate Communications Toolkit was produced and launched.
- The staff recognition programme, 'Progress Through People' has been launched.
- We have successfully implemented the corporate intranet.
- Staff survey completed
- We have ventured into social media through the creation of a Twitter account.
- We are coming to the end of the review of Corporate Communications and Marketing functions.

3. Our principles

The council uses a variety of communication channels and formats. However, whatever method is used, the following principles apply to all communication undertaken by the council:

- Honest, open and accurate
- Accessible to all (taking into account our Welsh Language Scheme and Equalities Policy)
- Clear, plain English (Cymraeg clir) and user-friendly
- Timely, relevant and current
- Cost effective.

Our corporate values are: Pride, Unity, Respect and Integrity. All communications produced by the council, internally or externally, must reflect these values.

4. Our aims

The over-arching aim of this strategy is to ensure that the residents of Denbighshire, visitors, staff, members and partners are kept fully informed of the council's work. In order to deliver good and effective communications, we aim to:

1. Inform residents, businesses and visitors to Denbighshire about the work of the council, the services and facilities it provides and how they can get involved in shaping decisions.
2. Maintain a strong and recognisable council identity.
3. Promote, manage and enhance the council's reputation.
4. Ensure officers and Members are involved and engaged in the work of the council through good internal communications so that they can represent and champion the council.

Details on how we intend to develop these aims are included in this strategy.

5. Our audiences

The council is responsible for delivering a wide range of services. The target audience of any communication, therefore, may vary depending on the particular information being communicated.

Our key audiences include:

External

- Denbighshire residents and prospective residents in rural and urban areas
- Those working in and visiting the county
- Specific groups or communities, including people in rural areas or ethnic minority groups, voluntary organisations, older, young or disabled people and vulnerable and hard to reach groups
- Businesses or potential businesses/investors
- Partners, including town and community councils and the Local Service Board
- Welsh Assembly Government and Westminster Government
- Local, regional, national and trade media

Internal

- Staff
- Councillors
- Unions
- Staff groups

6. Current communications channels

In order that our audiences know about the services we offer and for us to ensure that those services meet – and continue to meet – the needs of residents and visitors, we need to adopt a proactive approach to marketing and communication and keep under constant review the means by which we communicate.

As a council, we use a variety of communication media. Currently, the main ones are:

External communication

Printed media:

- **Press statements/enquiries, news releases and feature articles.** The media is recognised as being one of the most effective ways of communicating with the public. The communications team run a press office function producing responses to media enquiries and proactive releases to publicise council services, facilities, decisions and performance. Members of the team have regular contact with an extensive list of press, broadcast and online media reporters.

We must also improve the council's profile in specialist and professional press by working with editorial teams to identify newsworthy stories relating to our services and celebrating the successes of our staff.

- **County Voice** – The resident newsletter is produced four times a year and is used to provide information about the council and its activities, to keep people informed, to engage with residents and to raise the profile of council related issues. It is distributed to 46,000 households by Royal Mail. The publication is available on audio tape for people with a visual impairment and also available to download from our website.

Broadcast media:

- Arranging TV and radio interviews

Electronic media:

- **Corporate website** – The website is a powerful tool for communication and marketing council services and facilities. It is co-ordinated by the

Customer Care team. Copies of all news releases, publications and details of services and events are posted on the site.

Other council-related websites such as Health Challenge Denbighshire and Ceri's Family also provide opportunities for informing residents.

Social media:

- **Blogs** – monthly blogs issued by Chief Executive and Leader
- **Twitter** – all news releases and events are “tweeted”
- **Facebook** – groups, projects and events have their own specific pages on Facebook to raise awareness. No corporate presence on Facebook.
- **RSS feeds** – used for job vacancies, news and events
- **Social bookmarking** – available on all Denbighshire website pages
- **Flickr** – used for photograph sharing – most specifically for sending photographs to printers/designers.

Face to face:

- Community forums organised through the Local Service Board.

E-mail:

- E-mail to council departments, including Customer Services.

Internal communication

Through our internal communications, we aim to ensure that staff are informed, involved and engaged in achieving the council's objectives. Current methods of communication used are:

Electronic media (this media only reaches a small percentage of our workforce):

- Message from the CEO
- Monthly team brief
- Denbighshire Today – A daily news briefing service which provides a summary of the issues appearing in broadcast /press and online media outlets relating to Denbighshire.
- The council uses Lotus Notes as an electronic way of communicating with staff. This is made up of a host of databases that provide access to policies, training information and a wealth of other information.
- Intranet will replace Lotus Notes during 2011.

Printed media:

- Headlines – Staff magazine produced four times a year.
- Payslips: Some departments utilise the staff payslips as a valuable way of communicating with staff.
- Departmental activities – Some individual departments produce their own newsletters that provide updates on the activities of various sections of the service.

Face to face communication:

- Team briefings/meetings –It is vitally important that staff have the opportunity to meet their managers on a regular basis where issues relating to the council and its activities should be communicated, as well as providing an opportunity for staff to share examples of best practice and/or discuss issues of interest or concern to them.
- Staff roadshows – Roadshows are arranged when there is an issue that needs to be communicated to staff and where there is a need for two way dialogue.

7. Communication with Members

Councillors (as well as staff) should be our main ambassadors in our communities. We need to create an environment where councillors are proud to be a part of Denbighshire and speak positively about the organisation.

To do that, we must ensure that we communicate effectively with Members and in a timely and targeted manner.

Currently we communicate with Members through a variety of methods, including:

- Scheduled council meetings
- Face to face meetings
- Emails
- By post
- Denbighshire Today
- Headlines
- News Releases

However, a major piece of work is underway to research the effectiveness of our communication with Members and to consider more innovative and user friendly ways of cascading information and encouraging two way communication.

We will be producing headlines for councillors (based on the team brief system) that will be issued to councillors on a monthly basis; we need to look at more effective ways of responding.

We will also be looking at providing training for councillors in the use of technology, to allow Members greater opportunities to communicate with their communities.

8. Communications in collaboration projects

With collaboration very much on the agenda, we need to ensure that communication on joint working projects is effective, timely and targeted.

All partners need to be clear about who is leading on the communications aspect, that there is a clear communications plan that has been agreed by all partners and that there is an effective system in place for dissemination of the message.

All communications must be branded appropriately and must follow corporate guidelines, including the bilingual policy.

Denbighshire's Corporate Communications Team must be informed of joint projects at the earliest opportunity and they will have a say in the creation of a communications plan and agree with colleagues who will take the lead role.

9. Strategic Communications Group and agreeing key messages

The Strategic Communications Group is lead by the Corporate Director – Demographics, Wellbeing and Planning and its role is to advise on the strategic direction of communications, ensuring that the appropriate communications channels are being used to communicate the correct messages.

The Group in turn reports directly to the Corporate Executive Team (CET). Representatives from the Group attend CET once every six weeks where a high level discussion takes place around the strategic messages that need to be communicated. Key storylines are agreed and a lead director or head of service is assigned to each area of working and working closely with the Corporate Communications Team to communicate and cascade the information through the appropriate channels.

10. Communications and Marketing Action Plan

Achieving the aims of the Communications Strategy will require:

- Communication and marketing to be seen as a strategic part of the planning and management process.
- The communications team to be involved at an early stage when communications and marketing campaigns are planned, to ensure an effective and consistent approach
- All officers need to think about the messages they need to communicate and the opportunities available to show success and good practice.
- All officers to be aware that they have a role to play in communication – effective communication is not the role of the communications team alone.
- Methods and channels of communication must be reviewed regularly to ensure that communications reach their target audiences and that communications channels are cost effective.
- The website and intranet should play a fundamental role and appropriate alternative or new methods should always be considered – particularly for staff and residents not able to access a computer.
- Messages need to be consistent across the whole council.

The rest of this document outlines how we plan to achieve the aims outlined above in 2011.

Aim 1

Inform residents, businesses and visitors to Denbighshire about the work of the council, the services it provides and how they can get involved in shaping decisions.

Key targets:

- Bi-annual guide to services – next one due summer 2012
- Work with customer care on updating and reviewing website – improved stats on website usage
- Continue to investigate ways to use social media, particularly Facebook and video streaming – monitor social media better, implement Facebook pages for events, etc and introduce videos on website for explanation/training purposes
- Ensure council has a presence at key events
- Liaise with town councils and business groups in main towns – need a communications and marketing involvement with the new town plans being formulated
- Twice yearly public forums through the Local Service Board
- Bi-annual customer satisfaction survey

Aim 2

Maintain a strong and recognisable council identity

- Ensure that all departments are aware of and adhere to the Communications Toolkit which needs to be more centrally controlled by communications team.
- Training programme on Communications Toolkit, (along with Welsh Language Scheme and print procurement). Information to be made available on the intranet.
- Develop PR Agency pack for distribution and awareness raising sessions within the council (start with key services, eg those who produce the most leaflets and printed material).
- Centrally locate all print procurement to ensure consistent messages and corporate ID rules are being adhered to.
- Develop and build on the current photo library to have a definitive library of images which all council can use and explore publishing the library on Flickr for external use also.
- Raise the council's profile through the professional press.

Aim 3

Promote, manage and enhance the council's reputation

- The communications team has a good relationship with the media, which it has worked hard to set up and maintain. Media monitoring is currently done in-house.
- Media survey
- Staff and member media training
- Regular media briefings are organised as and when required.
- Calendar of corporate/communications activity to be introduced on intranet. This will be regularly updated by communications team and key service areas to provide a centralised guide to the council's activities.
- The Leader arranges quarterly briefing sessions with the local AM and MP, to help build a stronger relationship and to brief them on issues facing the council. This is complemented by regular telephone conversations and written correspondence.
- The council has regular meetings and is in regular contact with Assembly Ministers to discuss issues affecting the council.
- The council meets regularly with its partners, including members of the Denbighshire Local Service Board.
- Regular meetings take place with regulatory bodies such as the Wales Audit Office, Estyn and CSSIW.
- Raise the council's profile through the professional press.

Aim 4

Ensure officers are involved and engaged in the work of the council through good internal communications so that they can represent and champion the council.

In these times of economic uncertainty, the council faces major change. Success will depend on the council's ability to maintain a committed, motivated and well-informed workforce. Effective internal communication is a key element in successfully communicating with all our audiences. It is essential that employees understand how what they do contributes to the overall achievement of the corporate priorities and that their actions affect how the organisation is perceived internally and externally.

- Develop a clear and effective internal communications plan
- Establish effective information flows between council departments and the communications team
- Continue to work with IT to develop the intranet
- Consider other media, including new technology and social media, to get to the “hard to reach” members of staff (eg teachers, catering staff, cleaners, social workers, highways maintenance teams and rubbish and recycling collectors)
- Deliver communications workshops to all directorates (to improve staff understanding of corporate communications and its importance to the promotion/reputation of the council. Understanding will assist the work of the communications team)
- Staff survey 2011 with HR
- Excellence Denbighshire Awards 2011
- Implement a robust team briefing system
- Educate middle managers on the importance of their role in the “communications chain”
- Establish communications as a standing agenda item on SLT agenda

11. Evaluation and monitoring

The communications strategy needs to be flexible in order to respond to changing external environments. It will be reviewed quarterly by the Strategic Communications Group.

Aim 1
Inform residents, businesses and visitors to Denbighshire about the work of the council, the services it provides and how they can get involved in shaping decisions

WHAT	WHO	WHEN	OUTCOME
Continue to investigate ways to use social media	Gareth Watson/ James Gillett	September 2011	<ul style="list-style-type: none"> • Innovative method for communicating for external audiences • Reach out to a greater audience, encouraging two way communication • Implement Facebook pages for events • Monitor social media more effectively • Explore further use of Twitter • Create a YouTube account, to allow use of video blogs and to introduce videos on website and intranet for information/training purposes.
Work with Customer Care on corporate website	Corporate Communications Team/ Customer Care Team	On-going	Better access to council information
Use social networking sites such as Facebook, Twitter	Comms Team	On-going	
Ensure the council has a presence at key public events	Comms Team	On-going	More high profile presence for the council
Input into twice yearly public forums	Comms Team to liaise with David Davies	On-going	More consultation with citizens
Bi-annual resident survey	Eva Walters	September 2011	Snapshot of opinion about council services
Produce a Guide to Services bi-annually	Corporate Communications Team	June 2012	Better access to information about council services – new one after next council elections

Aim 2 Maintain a strong and recognisable council identity			
ACTIVITY	OFFICER RESPONSIBLE	BY	OUTCOME
Publicise and provide guidance to staff to ensure the Communications Toolkit is applied consistently and accurately.	Corporate Communications Team	On-going	<ul style="list-style-type: none"> • Increased use of the corporate branding and corporate standards. • To raise awareness of the guidelines and encourage compliance with contents • Training programme in place (possibly with Welsh Language Scheme and print procurement and the PR pack) (see under Aim 4) • Info on intranet when available
Random sample publicity/marketing materials, to ensure they adhere to corporate identity guidelines	Gareth Watson	Annual October 2011	Successful adherence to the corporate identity guidelines
All promotional literature to be checked by the Corporate Communications Team	Corporate Communications Team	On-going	Greater consistency of branding, quality check of text Will be easier to do once print procurement is part of the communications team.
Develop and build on the current photo library to have a definitive library of images which all council can use and explore publishing the library on Flickr for external use also.	Corporate Communications Team	December 2011	Definitive image library for all to use.

Aim 3			
Promote, manage and enhance the council's reputation			
ACTIVITY	OFFICER RESPONSIBLE	BY	OUTCOME
Arrange a programme of communications/ media awareness sessions for Members and staff	Gareth Watson	October 2011	Greater understanding amongst staff of the need for positive PR ideas and effective communication
Provide media training for designated Heads of Service and relevant officers, in conjunction with Central Personnel	Gareth Watson/Central Personnel Training	December 2011	Increased confidence to represent the authority in media/press interviews Identify who needs training – e.g. CEO and 3 Corporate Directors, Paul Quirk, Alan Roberts, Tim Towers
Arrange ad-hoc meetings with key media reporters	Karen Allen	On-going	Better two way communication between the council and the media. This should result in more positive, fair and balanced coverage
Annual media survey to gauge response to services offered by the Corporate Communications Team	Karen Allen	October 2011	Gauge response to the service offered by the Corporate Communications Team
Monitor press coverage on a monthly basis, to identify opportunities for development	Karen Allen	On-going	Opportunity to monitor and gauge success of publicity activities. Identify ways of addressing issues.
Regular meetings between the Leader, Chief Executives and Assembly Ministers	Leader/Chief Executive	Quarterly	Improved relations

Regular meetings between the Leader, Chief Executive and partner agencies in North Wales	Leader, Chief Executive and Local Services Board/ Strategic Policy Unit	Quarterly	Improved relationship and greater understanding of council activities
Twice yearly meetings with editors	Comms Team	October 2011	
Events calendar	Comms Team/service areas	From July 2011	Calendar of corporate/communications activity to be introduced on intranet. Regularly updated by communications team and key service areas to provide a centralised guide to the council's events and meetings.

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Aim 4			
Ensure officers are involved and engaged in the work of the council through good internal communications so that they can represent and champion the council			
ACTIVITY	OFFICER RESPONSIBLE	BY	OUTCOME
Develop a clear and effective internal communications plan	Comms Team	January 2012	More informed and engaged staff
Establish communications as a standing item on SLT agendas (Corporate Communications to attend each meeting)	Corporate Communications Team	September 2011	Regular source of good news stories and a 'heads up' on any negative issues
Implement a robust monthly team brief	Gareth Watson	July 2011	More co-ordinated method of internal communication
An electronic brief from CEO	CEO/Comms	On-going	Monthly key messages from CEO to staff
Launch Phase 3 of the Intranet	Katharine Ellis/ Andrew Kneale	By October 2011	Phase 3 Intranet up and running
Quarterly conferences for middle managers	Project management with input from comms team	On-going	Opportunities to learn best practice and to learn about corporate priorities and to get messages across to middle managers. Opportunity to educate middle managers on the importance of their role in the "communications chain"
Excellence Denbighshire 2011	Comms and HR	November 2011	Award ceremony to be held in November 2011
Collaboration communications	Comms Team	On-going	Bi-monthly newsletter to be placed on the Intranet.
Headlines	Comms Team	On-going	Investigate alternative option (wait for outcome of staff survey)
Prepare a PR pack to raise awareness of what comms team does	Comms Team	January 2012	Increased awareness of comms team functions by holding communications workshops to introduce the pack along with toolkit, Welsh Language Scheme and print procurement (see under Aim 2)

Report to: Cabinet
Date of meeting: 26th July 2011
Lead Member: Councillor M M Jones
Report author: Leighton Rees, Head of Children & Family Services
Title: Safeguarding Children in Denbighshire

1. Subject of this report

1.1 This report provides an overview of safeguarding activity within the authority for 2010/11 and actions arising.

2. Purpose of this report

2.1 The Director of Social Services is required to report to councillors regularly on the operation, monitoring and improvement of child protection and safeguarding systems. This report sets out our priorities, our progress during the year and how well placed we are to maintain and improve safeguarding services and outcomes for children and families at a time when all agencies are looking to achieve service efficiencies. Improving the quality of services at the front door was a specific priority in the Director's 2010/11 Annual Report.

3. Recommendations

3.1 That Members comment on any issues contained with the report

3.2 That the impact of the new structure and sickness absence rates in Children's Services are specifically considered as part of Service Challenge and Scrutiny processes to provide the Council with assurance relating to safeguarding work

3.3 That safeguarding training for elected members becomes mandatory for the new Council 2012

4. Safeguarding Children

4.1 Denbighshire Children and Family Services aim to safeguard, support and promote the best interests of children, young people and their families. We work in partnership with families, children and other agencies to assist with problems arising from family breakdown, neglect, abuse, illness, disability and behavioural problems.

4.1.1 This report provides a more detailed profile of the functions and activities contained within the Directors Annual Report for 10/11. It provides

complementary information to support and further develop safeguarding for children and young people in Denbighshire.

- 4.1.2 Our primary purpose is to carry out a range of statutory duties in respect to children and their families including safeguarding children from harm and promoting their welfare.
- 4.1.3 The last two years has seen a time of change and challenges for Denbighshire Children Services and for local authority children services departments in general. The context of rising public expectations about the role of social workers, the impact of negative press arising from the Baby P case and the economic downturn, led to a steady increase in demand and increasing workloads without a corresponding increase in staffing levels.
- 4.1.4 By April 2010, we had received more than 2000 referrals over the previous year, impacting on capacity and raising the risk of low staff morale, increasing staff turnover and reliance on agency staff. In addition, we were seeing more complex cases and court work and a slow, but steady rise of Looked After Children and children on the Child Protection Register. New legislation and guidance, for example, implementation of the Southwark Judgment, were also having an impact on resources.
- 4.1.5 Overall performance was still good but there had been some deterioration, originating in 09/10, linked to the above, including
- High rate of re-referrals – in part explained by systems issues. In addition recent analysis has highlighted practice issues that we are in the process of addressing
 - The need to improve assessment quality and activity
 - Joint working and engaging other agencies to deliver against shared priorities
- 4.1.6 The priorities for 2010/11 in response to those challenges were:
- To review our referral and assessment processes to ensure that our front door services are resilient and appropriately resourced and to work with partners to improve the criteria and coordination of police referrals into social services.
 - To continue to implement the authority's action plan to promote more effective, joined up practice between Children and Adult Services, particularly in relation to transition arrangements and families where a parent/carer has mental health/substance misuse issues;
 - To establish and further develop strong partnerships and collaboration such as the North Wales Adoption Service;
 - To ensure there is a needs led approach to the development, delivery and commissioning of services;

- To review and develop our family support services with a strong focus on early intervention and prevention;
- To develop the range of services to disabled children and their families with specific attention to developing integrated working with partner agencies and developing and improving short break services
- To continue to develop the Quality Assurance framework improving outcomes for children and improving reporting arrangements

4.2. To review the referral and assessment processes to ensure that our front door services are resilient and appropriately resourced and to work with partners to improve the criteria and coordination of police referrals into social services

4.2.1 Front door services have been reviewed and reconfigured to produce a more robust duty and assessment system better able to manage and respond to referrals and contacts coming into the department. New processes, including dedicated children’s services First Contact staff within the newly configured Duty and Assessment Team and a twice weekly multi-agency Joint Risk Assessment Panel (JRAP) to consider all referrals that do not require an immediate response, have proved effective in providing a more consistent, targeted and appropriate service. This has had a positive impact on the number of referrals coming into the department.

4.2.2 Contacts and Referrals: Table 1 details the number of Contacts and Referral received each quarter as well as the total for the year:

Table 1: Contacts and Referrals		Apr to Jun		Jul to Sept		Oct to Dec		Jan to Mar		2010/11	
		No	%	No	%	No	%	No	%	No	%
1	Contacts	1454		1290		1129		1109		4982	
2	Referrals	539		239		212		196		1186	
3	- of which were CP referrals	445	83%	174	73%	145	68%	154	78%	918	77%
4	- of which progressed to S47 investigations	123	23%	55	23%	30	14%	31	16%	239	20%

4.2.3 45% of the total referrals for the year were received during the first quarter before the front door service was reconfigured. Since July 2010 the number of referrals has reduced each quarter (Table 1: line 2).

4.2.4 Up to 83% of referrals received are associated with child protection concerns (Table 1: line 3).

4.2.5 During the first quarter of 2010/11, 23% of referrals led to S47 investigations which relates to decisions being made about status of the case without

sufficient information (Table 1: line 4). Following the reconfiguration of the front door processes, the number of referrals progressing to S47 decreased to 16% in the fourth quarter.

4.2.6 As a result of work undertaken as part of the Referral and Assessment Project and the establishment of the Joint Risk Assessment Panel, a more organised approach has been adopted to deal with the large number of CID 16 reports from the Police which relate to family concerns e.g. domestic violence. The Police report all such incidents to children's services whether or not they need active involvement. The CID 16 reports (Child Protection Referrals) are now triaged and actions agreed via the panel, which includes colleagues from health and education as well as ourselves and the police.

4.3 **To continue to implement the authority's action plan to promote more effective practice between Children and Adult Services, particularly in relation to transition arrangements.**

4.3.1 Children with Disabilities: A Transition Coordinator is in place to manage the process of transition from children's to adults services and a Transition Protocol, which has been fully implemented, to ensure that all open cases to the Children with Disabilities Team receive an adult services unified assessment and care plan, with funding agreed, by their 19th birthday. The service has recently been successful in gaining ES funding to put together a transitional key worker project. This will provide a transition planning service for those children with lower level needs, not currently eligible for services from the Children with Disabilities Team who may need services from Adult Services in the future.

4.3.2 Children with a parent/carer with mental health or substance misuse problems: Regular Interface Meetings between Adult and Children's Services were set up as a result of a serious case in Denbighshire in November 2006. These meetings continue to take place, focussing on joint strategic planning to improve services to children and their carers. Bi-monthly meetings between respective team managers to discuss cases where both Adult and Children's Services are involved had lapsed. They have now been reinstated so that managers from both areas can look at a more coordinated approach to assessing risk and providing services to these families. The joint North Wales Protocol is overdue for revision but this work will be completed shortly.

4.4 **To establish and further develop strong partnerships and collaboration such as the North Wales Adoption Service;**

4.4.1 The need to work at a regional level to deliver partnership responses to national initiatives is key to continuing to improve outcomes for children. The North Wales Adoption Service is now up and running and a review of the

service will take place in 2011. Denbighshire is also currently working in collaboration with Flintshire and Wrexham to deliver a Families First pioneer project. This project is a WAG initiative, aimed at supporting the needs of vulnerable families linked to child poverty. We continue to share an emergency duty out of hours service in collaboration with Wrexham and Flintshire.

4.5 To ensure there is a needs led approach to the development, delivery and commissioning of services;

4.5.1 While we are continuing to commission services to meet identified need, we are revising our commissioning strategy to look at what we need for next year, particularly in the area of family support.

4.6 To review and develop our family support services with a strong focus on early intervention and prevention;

4.6.1 Denbighshire has a well established Therapeutic and Prevention Project Team (TAPP) who work with families in crisis with a focus on preventing escalation, working with families to support children to live safely at home and preventing placement breakdown for those children who cannot live with their families. While we were unsuccessful last year in our bid to become one of the three pioneer areas for the WAG Integrated Family Support Service (IFSS), the working model currently used by TAPP, fits well with the IFSS model and can be further adapted to prepare for full implementation of IFSS over 2013 – 2015. The Families First initiative, with its focus on early identification and support to vulnerable families is about commence work and it is hoped that this will impact significantly on the number of families who need statutory services by intervening to support parenting at an early stage.

4.6.2 We also have an effective in-house Family Support Team funded by Supporting People grants, who assist families who have been assessed as child in need/child protection cases with housing and tenancy issues and work closely with the social worker on these cases. The team has capacity to work with up to 100 households.

4.7 To develop the range of services to disabled children and their families with specific attention to developing integrated working with partner agencies and developing and improving short break services

4.7.1 While there has been some slippage in timescales in delivering the move to integrated service provision at Hyfrydle, we continue to work closely with colleagues in Health and are currently developing a multi-agency panel process.

4.7.2 In respect of short break services, we have been successful in recruiting more carers to provide this service. We currently have 4 specific short break carers, with a further carer going for approval to April's panel and 2 general foster carers who will provide a short break service. Currently, there are 10 children receiving a short break service with local authority carers, with a further 6 children awaiting placement. The provision of such services is key in preventing family stress and crisis.

4.8 To continue to develop the Quality Assurance framework improving outcomes for children and improving reporting arrangements

4.8.1 We have had a Quality Assurance Framework document in place since 2009. This is in the process of being reviewed. The purpose of the document is to ensure that effective systems are in place to monitor practice and performance. This includes timescales and arrangements for auditing case files and supervision files and sets out an escalation and reporting framework, with regular reports provided to senior managers and the Head of Service. Social work practice is subject to management oversight through regular supervision and case file audits by Team and Service Managers. A new system has recently been put in place, whereby the outcome of all audits will go to the Safeguarding Unit, for a report to be compiled identifying any common practice issues which need addressing or areas where staff may need additional training. The Safeguarding Unit also monitors the progress of all children subject to child protection registration and provides the Head of Service and Service managers with a 'Hot Spot' list of cases deemed to be high risk so they can be closely monitored.

4.9 Children on the Child Protection Register

4.9.1 Table 2 details the number of children on the Register, households, new registrations, de-registrations, and how many have been registered previously. Denbighshire has a rate of 48-61 children on the child protection register per 10,000 population aged under 18. This is comparable with the rate in Wrexham but more than the neighbouring authorities of Conwy and Flintshire (20 – 33 per 10,000 population under 18). (WAG Child Protection Registers in Wales, 2010).

Table 2: Child Protection Register		Apr to Jun	Jul to Sept	Oct to Dec	Jan to Mar
		No	No	No	No
1	No of the CPR	69	69	76	73
2	No of households	42	42	49	42
3	Average no of children per household	1.6	1.6	1.5	1.7
4	No previously registered	21	18	26	21

5	From no of families	9	9	9	16
6	New registrations in the quarter	25	24	36	24
7	De-registrations in the quarter	33	24	29	28

4.9.2 The number of children on the Register has increased from 69 at the end of June 2010 to 73 at the end of March 2011 (Table 2: line 1). The number on the Register peaked at 76 at the end of December 2010.

4.9.3 The number of households of children on the Register ranges from 42 to 49 (Table 2: line 2) and the average number of children per household ranges from 1.5 to 1.7 (Table 2: line 3).

4.9.4 Nearly 30% of children on the Register at the end of March 2011 had been on the Register previously (Table 2: line 4). Re-registrations will be audited in the next month to try to identify any common patterns leading to re-registration. A previous audit undertaken in November 2007 identified changes in family circumstances as the main reason for re-registration, for example, the birth of another child or new partner moving into the family causing stress in the family system, rather than any specific practice issues.

4.9.5 The number of new registrations (Table 2: line 6) peaked in the third quarter – there were 36 new registrations compared to between 24 and 25 during the other quarters.

4.9.6 Further analysis of children on the Child Protection Register is contained in Appendix I.

4.10 Local Safeguarding Children Board

4.10.1 The Conwy and Denbighshire Local Safeguarding Children Board is responsible for co-ordinating and monitoring inter-agency practice in respect of child protection and safeguarding across both counties. The Board provides multi-agency training, monitors practice and staffing across all agencies, monitors action plans arising from serious cases and disseminates policies and procedures across all agencies. Over the past year, the Board has made significant progress in meeting its priorities, including training 317 practitioners, completing audits of referrals and safeguarding practice across agencies, developed an overarching safeguarding protocol and core data set and developed a risk assessment tool for use by practitioners. All partner agencies are required to produce an annual report on their safeguarding activities.

4.10.2 The LSCB has produced an Annual Report of its activities for 2010/11 which is available. It provides an overview of its functioning including governance

and financial arrangements. It also provides a summary of LSCB priorities for 2010/11 and its achievements against those priorities.

4.11 The new structure and what it is designed to achieve

4.11.1 The new structural arrangements which are in the process of implementation seek to ensure more integrated working with families at both the early intervention and intensive intervention levels. They also put particular emphasis on the development of professional skills and responses in a well supported environment.

4.12 Sickness absence and actions being undertaken

4.12.1 We have been seeking in the last few months to address the levels of sickness absence which are unacceptably high. Whilst as a service we would always prioritise safeguarding it does mean that significant children in need issues receive less attention and clearly any changes in deployment of staff causes components of disruption to service delivery. We have developed an action plan to take forward improvements over the next six months which includes analysis of absence, improves managerial response to absence, better training ensuring Occupational Health responses so they are focussed on achieving return to work and the specialist working with managers on case issues.

4.13 The corporate “policy framework”

4.13.1 In corporate policy context the development of the BIG plan recognises as a key priority both children’s safety and wellbeing, but also the contextual issues related to children living within vulnerable families. The structural approaches detailed above seek to take these into account and operationalise their implications.

4.13.2 While intensive child protection casework mainly involves Social Services, Education, Health and the Police, defined statutory agencies are also legislatively required to have clear arrangements to safeguard and promote the welfare of children under s28 of the Children Act 2004. Specifically, authorities are required to ensure:-

- senior management commitment to the importance of safeguarding and promoting
- children’s welfare;
- a clear statement of the agency’s responsibilities towards children available for all staff;
- a clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children;

- service development that takes account of the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and families;
- staff training on safeguarding and promoting the welfare of children for all staff working with or (depending on the agency's primary functions) in contact with children and families;
- safe recruitment procedures in place;
- effective inter-agency working to safeguard and promote the welfare of children; and
- effective information sharing.

4.13.3 As part of its preparation for the Safeguarding Review (Inspection) in 2009, the authority audited its safeguarding arrangements against these requirements, and actions fed into a Corporate Safeguarding Action Plan. This has recently been updated and reported through the LSCB, along with Conwy's.

4.13.4 The Conwy and Denbighshire Local Safeguarding Children Board now requires partner agencies to submit "s28 audits" on an annual basis. These are structured to gather information systematically against the 8 requirements set out above in s28 of the Children Act 2004. This process began for the first time in 2010. Reports are collated to identify areas for attention for the LSCB collectively. Currently, the LSCB receives reports from Children's Services, Adult Services, Education and Housing separately.

4.13.5 In brief, the main points for the council corporately in relation to s28 requirements are:-

- **Senior management commitment.** The engagement of senior managers in the LSCB, regular items on the Social Services and Education management team agenda and a clear assignment of safeguarding responsibilities at a senior level following the SLT restructure are all suitable evidence of senior management commitment and committed behaviour
- **a clear statement of the agency's responsibilities.** The Corporate Accountability Framework for Safeguarding and Protecting Vulnerable Children sets out the council's view of responsibilities and how staff and politicians exercise those responsibilities. This was updated in March 2009 and agreed by Cabinet. However, it needs updating again following the Senior Leadership Team restructure, Cabinet changes and the Scrutiny changes. There may also need to be reflection of these accountabilities in the review of delegations being undertaken by the Head

of Corporate Governance as part of the review of the Constitution. CET has agreed that, once updated, an audit against accountabilities should be undertaken to refresh understanding of current strengths and weaknesses

- **a clear line of accountability for safeguarding in the Council.** This is reflected in both the Accountability Framework and the documentation linked to the Chief Executive's restructure paper. The Director of Social Services has the lead role across the Council
- **Service development that takes into account the need to safeguard and promote welfare and involves children and young people.** Service development is becoming increasingly complex and services impacting on children and young people arise in many different parts of the Council. Services are directly provided, procured, grant aided, hosted, arm's length, provided in integrated and collaborative settings, and involve paid staff and volunteers.

The corporate procurement unit is developing a corporate template to ensure consideration of children and vulnerable adult protection requirements and we can be confident that services with mainstream children and young people responsibilities will commission and procure services taking account of safeguarding requirements. However, this is an area that requires consistent vigilance.

- **Staff training.** Apart from single agency training provided by Social Services and Education, and multi-agency training provided under the auspices of the LSCB, Denbighshire also runs a rolling corporate training programme of awareness raising on child and adult protection. This is run through Llandrillo College and has proved to be a cost effective way of providing initial training in support of the Corporate Accountability Framework. The training has been able to extend take-up beyond the usual staff groups. Some elected members have also attended, though the numbers remain extremely small.
- **Safe recruitment procedures in place.** Evidence suggests current practice within the authority is robust in this respect. Internal audit checked compliance with the current Criminal Records Check - Policy and Procedure in March 2011 and were satisfied that "all HR employees continue to follow (the procedure)" and to ensure that repeat checks were carried out on expiry. Heads of Service were also complying with procedures relating to employment decisions following revelation of information on CRB checks.

Internal Audit have been asked by CET to undertake a similar assurance check in a further 2 years.

- **Effective inter-agency working.** This is mainly secured through compliance with “Working Together” and through the operation of the Safeguarding Board (see above) but also through effective cross partnership working. Social Services/Education relationships in relation to safeguarding are generally good and have been scrutinised through Joint Scrutiny arrangements.
- **Effective information sharing.** Aside from compliance with the information sharing requirements of Working Together, departments within the council are part of systematic arrangements to ensure information is shared effectively in relation to vulnerable children and young people. These include the JRAP Panel, the Leaving Care Panel and interface meetings of Children’s and Adult Service staff to develop practice where parents have mental health or substance misuse problems. Currently, appropriate sharing of information relating to individual children and young people does not appear to be a significant problem - though inevitably there are breakdowns on occasion. Sharing of learning between managers and front line staff, especially in relation to learning from Serious Case Reviews, has been shown to be a limitation nationally and is an issue being addressed in Denbighshire also.

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

5.1 The effectiveness and quality of children’s social services impacts across the council and affects the overall performance assessment of the effectiveness of the Council as a whole. Safeguarding duties and priorities feature on the BIG plan and clearly form a major part of the Council’s priorities going forward.

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

6.1 The delivery of safeguarding involves all agencies and services. It is important that the activity is adequately resourced to ensure children are kept safe. The resourcing for LSCB continues to be a matter of concern both locally and nationally.

7. Consultation carried out

7.1 Progress against core indicators are reported to LSCB on a quarterly basis. Denbighshire Children and Families Service presented an annual report and completed an audit against Section 28 of the Children Act (2004) earlier this year. Section 28 *'places a duty on key people and bodies to make arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children'*. ((Section 2.2 Safeguarding Children - Working Together Under the Children Act 2004, WAG 2006). The results of the audit

were that there were no outstanding actions for the department in respect of the above.

8. Chief Finance Officer Statement

The Council's financial position makes it important that all departments work as efficiently as possible to deliver services within agreed budget levels.

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

9.1 The LSCB keeps a risk register which is regularly reviewed. Risks identified by the LSCB are as follows;

- Serious case review finds failure of multi-agency working
- Functioning and effectiveness of the LSCB is jeopardised by partners unreliable commitment/excessive dependence on one or two partners
- Inability to agree relative roles and responsibilities of the various partnerships with safeguarding responsibilities
- Partners are unable to agree a permanent budget to support the workplan
- LSCB is unable to demonstrate progress
- There is a failure to carry out multi-agency audits
- The Board fails to hold Member agencies to account
- Public spending cuts reduce agencies ability to prevent and respond to child protection and safeguarding cases

There are clear plans in place to mitigate risks and the current RAG status of all risks above is amber.

10. Power to make the Decision

Children Act 1989

Children Act 2004

Table 3 details the gender and age groups of children on the Register:

The greatest number of registrations is in the age group 1 – 4 (line 5). This accords with the profile across Wales.

Table 3: Gender and age group of children on the CPR		Apr to Jun	Jul to Sept	Oct to Dec	Jan to Mar
		No	No	No	No
Gender:					
1	Male	32	33	28	32
2	Female	33	36	42	41
3	unborn	4	0	3	0
Age group:					
4	under 1	11	9	9	10
5	1 to 4	22	26	26	24
6	5 to 9	15	20	22	23
7	10 to 15	17	14	13	15
8	16 to 18	0	0	3	1
9	unborn	4	0	3	0

Table 4 details the household groups of children on the Register:

Table 4: Household groups	4:	No of children in household					Total on CPR	Quarter
		1	2	3	4	5		
No of households		21	16	4	1	0	69	Apr to Jun
		22	16	2	1	1	69	Jul to Sept
		31	11	6	0	1	76	Oct to Dec
		24	10	3	5	0	73	Jan to Mar

A substantial number of conferences relate to households of a single child, which increases the number of conferences needed. Single child households are often brought to conference as result of parent(s) being young and vulnerable themselves with no family support and without knowledge of basic parenting skills, or households where children have previously been removed but another baby is expected.

During the year, household groups of 4 or 5 children have been registered; this is particularly evident in the last quarter when 5 groups of 4 children were registered. Most common causes of registration of large family groups is neglect or emotional abuse from witnessing violence between parents. However the problems of families of most children on the register are multi-faceted, with substance abuse, mental health issues or learning disabilities exacerbating the presenting problem.

Table 5 details the length of time children have been on the Register:

Table 5: Length of time of the Register		Apr to Jun	Jul to Sept	Oct to Dec	Jan to Mar
		No	No	No	No
1	Less than 3 months	25	21	36	23
2	More than 3 months but less than 6 months	19	13	12	27
3	More than 6 months but less than 12 months	17	22	18	16
4	More than 12 months but less than 24 months	8	13	10	7
5	More than 24 months	0	0	0	0
		69	69	76	73

As more children were placed on the Register during the third quarter (October to December 2010, 36 children) the number who were on the Register for between 3 and 6 months in the last quarter increased to 27 (Table 4: line 2). A child is unlikely to be removed from the Register during the first three month period as full assessments need to be completed and support packages need to be implemented and monitored.

The number of children on the Register for more than 12 months but less than 24 months (Table 4: line 4) has reduced over the year – from 13 at the end of September 2010 to 7 at the end of March 2011. Children are de-registered once risks have been reduced and the Child Protection Plan has been implemented. At the point where children have been on the Register for 12 months, the case is reviewed by the Safeguarding and Reviewing Unit to establish why the child protection plan is not working and what further action may be needed.

Category of abuse:

Table 6 details the number and percentage of children on the Register by category of abuse:

Table 6: Category of Abuse		Apr to Jun		Jul to Sept		Oct to Dec		Jan to Mar	
		No	%	No	%	No	%	No	%
1	Neglect and Physical abuse	3	4%	3	4%	2	3%	0	0%
2	Neglect and sexual abuse	1	1%	0	0%	0	0%	2	3%
3	Neglect only	23	33%	30	43%	27	36%	32	44%
4	Physical abuse only	20	29%	14	20%	22	29%	13	18%
5	Sexual abuse only	3	4%	3	4%	4	5%	4	5%
6	Emotional abuse only	19	28%	19	28%	21	28%	22	30%
	Total	69		69		76		73	

The majority of children are on the Register due to neglect only or neglect and another category. Current Denbighshire figures for categories of abuse reflect the position across Wales, with 43% of **all** children on child protection registers being registered because of neglect and 29% because of emotional abuse. (WAG statistics for 2010).

Conferences:

Table 7 details the number of conferences held and the number of resulting registrations

Table 7: Child Protection Conferences – new registrations		Apr to Jun	Jul to Sept	Oct to Dec	Jan to Mar
		No	No	No	No
1	No of Initial/Pre birth/transfer conferences held	40	33	42	30
2	Number of families involved	21	20	10	17
3	Number of resulting CP registrations	25	24	36	24
4	Number of families involved	18	16	8	15

At least 62% of conferences result in the child being registered. 62% of children who were the subject to a Child Protection Conference between April and June 2010 were registered, whilst 85% of children subject to a Child

Protection Conference between October and December 2010 were registered.

The number of requests for transfer in conferences from other areas has increased over the last 2 to 3 years. Not all transfer in conferences result in registration as the risks may have been reduced, for example, by placement with an extended family member in the area. Overall however, we have noted a number of families with significant issues moving into our area who then become subject to child protection investigations and subsequent registration. As of June 2011, we have 13 families on our register who have moved to Denbighshire over the last year to 18 months, some of whom have been fleeing domestic abuse and have been placed in the local Women's Aid Refuge, others who have been subject to Social Services intervention in their previous authority.

Table 8 details conference attendees and conference timescales:

Table 8: Child Protection Conferences		Apr to Jun		Jul to Sept		Oct to Dec		Jan to Mar	
		No	%	No	%	No	%	No	%
1	Total no of conferences held	106		84		92		102	
Attendees									
2	Parents attended conferences	64	60%	63	75%	80	87%	83	85%
3	Children attended conferences	3	3%	0	0%	1	1%	0	0%
Conferences held within timescale:									
4	Pre birth conferences		88%		100%		100%		100%
5	Initial conferences		29%		77%		77%		79%
6	Review conferences		100%		100%		100%		100%

The number of parents attending conferences ranges from 60% to 87% during the year. Overall 75% of parents attended conferences during the year. This is positive in terms of working in partnership with parents. The number of children attending conferences is very low – only 4 children attended conferences throughout the year. This is an area for development. Leaflets are available explaining the child protection process to children of an age to understand and Social Workers do encourage children to attend and provide support. Other support mechanisms are also in place to encourage attendance (independent advocacy service, Chairs meeting with the child and holding a conference separately for the child without parents present).

The majority of pre birth conferences were held within timescale (Table 7: line 4) whilst all Review conferences were held on time (Table 7: line 6).

Initial conferences have not consistently been held within timescale (Table 7: line 5). The issues leading to initial conferences not being held on time during the first quarter have been resolved which has resulted in improved performance for the remainder of the year.

REPORT TO: CABINET

DATE OF MEETING: 26TH JULY, 2011

LEAD MEMBER: COUNCILLOR P A DOBB, LEAD MEMBER FOR HEALTH, SOCIAL CARE AND WELLBEING

REPORT AUTHOR: SALLY ELLIS, DIRECTOR OF DEMOGRAPHICS, WELLBEING AND PLANNING

TITLE: PEOPLE AND PLACES BOARD WORK PROGRAMME

1 Subject

1.1 The People and Places Board work programme to date.

2 Purpose of this report

This report explains the workstreams within the Demographic Change programme of the People and Places Board, proposed indicators and priority projects and the Board's role with the Rhyl Regeneration Programme.

3 Recommendations

3.1 To agree the workstreams, outcomes/indicators and priority projects for the Demographic Change programme

3.2 To note the Board's views on their role in governance of the Rhyl Regeneration programme

4 Background

4 .1 The People and Places Board was established in 2010 with the purpose of "tackling the key strategic challenges to the wellbeing and economic circumstances of the County's population and to build the relationship between the Council and the communities it serves." The priority objectives for the Board are

- adapting service delivery to address demographic changes
- reducing deprivation, and growing Denbighshire's economy sustainably, by strategically targeting resources

4.2 The Programme Board's role is to deliver strategic change through action based on

- discussion of the strengths, weaknesses and challenges facing Denbighshire and identification and sharing of good practice

- exploration of alternative ways of providing services
- identification, scoping and justification of candidate projects
- analysis of quick wins, longer-term wins and deciding which projects to approve
- selection of projects and programmes which will generate significant benefits in terms of service improvement, cost avoidance and efficiencies
- justification, planning, commencing and implementing projects to an agreed set of targeted outcomes and benefits
- co-ordination of the delivery of an agreed set of projects
- involvement of stakeholders and ensuring projects respond to emerging evidence and other changes in the political and operational context
- reviewing and maintaining the quality and ambition of projects and
- following through to implementing projects and realizing projected benefits

The Board's governance arrangements are set out in a Programme Definition Document which describes relationships with CET, Cabinet, Scrutiny and the Local Service Board.

4.3 The membership of the Board has recently been revised and agreed as the two relevant Lead Members, a representative from each of the Member Area Groups plus the chair of the Communities Scrutiny Committee and the Older People's Champion. Two Heads of Service and the Lead Director for the programme are also members of the Board.

Analysis of demographic trends

4.4 The Board's analysis of demographic change affecting Denbighshire has identified a number of key issues. These are

- Denbighshire's population is projected to rise significantly over the next twenty years- by approximately 11%- as a consequence of two main factors- ageing and in-migration
- In terms of ageing, life expectancy is expected to increase by 2 years by 2033. Overall, the population of those aged over 65 is expected to increase from 23% of Denbighshire's population in 2013, to 27% in 2023 and 32% in 2033. In that period, the numbers of people aged 85+ is projected to double. By and large, these people live in Denbighshire already.
- As far as in and out-migration is concerned, the out-migration of young people aged 16 – 24 is projected to continue. While some in-migration is expected to be of those aged 65+, based on past trends, most is expected to be in younger age-groups.
- If in-migration does not happen, Denbighshire's population would decline by 2033 and the proportion of those aged 65+ would be even higher

- The size of the working age population is projected to decline slightly over the next 20 years, with dependency rates projected to increase sharply
- A significant increase in the number of smaller households is expected. This is both as the result of an increase in the numbers of divorced and single older people, but also due to increases in the numbers of lone parents with children
- Demographic change is not experienced evenly across the County. There are major differences between localities within the county.
- In terms of older people, 23.9% of Prestatyn's population were 65+ in 2009 compared with 18.6% in Denbigh. There are also major differences within localities. Only 12.5% of the population of Rhyl West and Rhyl South West were 65+ in 2009 compared with 35.1% in Rhyl East.
- the number of "young" older people will increase fast. For example, it is expected there will be over 6000 people aged 65 – 69 by 2023 and over 8000 by 2033. Improved health expectations and changes to pension entitlements are likely to mean a significant proportion of these will want to work, at least part-time
- For young people, there are also significant differences. The locality with the lowest proportion of young people aged under 15 is Dee Valley with 14.2%, followed by Ruthin with 15.3%. The ageing of the rural population raises a particular set of issues which the Board has sought to address.
- There will also be global factors influencing our demographic structure over the next twenty years. These include climate change, increased fuel costs and food security issues. They are expected to impact on vulnerable people especially and affect the shape of communities and employment opportunities

Programme

4.5 From this analysis, the Board has so far developed a programme with four workstreams, as follows:

4.6 Modernising Care Services for Older People

4.6.1 This workstream recognizes that people's expectations of care when they are old are changing. People generally are healthier for longer, more people now want a choice of provision, most would prefer to remain living in their own homes as long as possible and a smaller proportion want to live in residential or nursing homes. In addition, the resources available to Councils are not keeping pace with the ageing of the population. Arrangements need to change for both reasons. This direction of travel is set out in "Sustainable Social Services in Wales: a Framework for Action" and supported in best practice publications like "Better Support at Lower Cost"-John Bolton (Social Services

Improvement Agency (Wales). Older people's preference for greater choice and independence are supported by local service evaluations too.

4.6.2 The Board has agreed that success in this workstream will ensure that services to older people provided by the council and its partners are appropriate, cost effective and that they facilitate more independent living that reduces the need for support from care services. To achieve this

- services will focus on preventing deterioration, delaying dependency and supporting recovery
- there will be effective response services that provide short-term assistance in non-institutional settings to keep people safe and living independently
- there will be less people in traditional residential care and more people in appropriate alternatives such as Extra Care Housing
- services will have been reconfigured to ensure value for money

4.6.3 Proposed indicators, current and future projects are set out on pp 4 – 5 of Appendix 1. Key projects relate to the further development of extra care housing, the review of day services, initially in the north of the county, the development of integrated locality teams across health and social care, and the continued roll out of Reablement, especially in the south of the County and in the independent sector.

4.6.4 Indicators and projects principally relate to what the Council specifically will do, but do read across to actions in the BIG Plan which sets out how partners will work in collaboration to support older people to lead independent and fulfilled lives.

4.7 Communities and Wellbeing- older people

4.7.1 Most older people in Denbighshire do not receive care services. For example, a minority of people aged 85+, the heaviest users of care services, receive support via social services in Denbighshire.

4.7.2 Based on consultation with older people, the Welsh Government's "Strategy for Older People" has long taken a much wider view. This recognizes the importance of "universal services"- good information and signposting, maintaining health, employment, digital inclusion and a range of practical, leisure and cultural services as well as recognizing that older people want to make a contribution as well as receiving "support". Most recently, the importance of a range of early intervention and mutual support approaches, grounded in local communities, has been promoted in policy documents. Denbighshire has a good track record of community developments but needs to continue to evolve its approach in the light of policy changes and financial circumstances.

4.7.3 Audit Commission reports, such as "Don't Stop Me Now" have highlighted the importance of councils taking a corporate approach to planning for an ageing population and the Wales Audit Office has challenged Denbighshire about whether it is doing

enough to respond to demographic change. So responding across the Council is important.

4.7.4 The Board's view is that success in this workstream will ensure that as many older people as reasonably possible live independent and fulfilled lives within the community. This means

- it is everybody's business. All Council services will be expected to understand Denbighshire's demographic trends and be part of making Denbighshire a good place to grow older
- health and healthy living. Older people will be healthier and a greater proportion of the older population will engage in active recreation such as walking or sports
- social activities, social networks and keeping busy. There will be opportunities for older people to access a variety of social opportunities and community groups, opportunities for learning and to counter isolation, active ageing and fun
- neighbourhood. Older people will feel safer, both at home and in the community. Town and Community councils will be part of responding to needs
- putting something back. Older people will make a positive contribution to communities through promotion of continued employment, involvement in volunteering and inter-generational activities
- information and advice. Older people and their families will have access to the information and support that they need to live full and independent lives
- getting out and about. Older people are able to be mobile and access key facilities within their communities

4.7.5 Proposed indicators, current projects and linked activities are set out on pp 6 – 8 of Appendix I. Key projects relate to extending volunteering opportunities for older people across the Council, delivery of the LAPA programme (increased leisure and exercise opportunities for older people), continued roll-out of the "My Life My Way" programme and undertaking a feasibility study for a "village agents" initiative to improve access to information and advice, especially in rural areas. This concept has been implemented in England as part of the AgeingWell initiative.

4.7.6 Both the Extending Volunteering project, and the Village Agents project have been advertised as internship opportunities so as to try and get some rapid progress and "quick wins".

4.7.7. A significant aspect of the work of this workstream is about changing the way the council's business is delivered. It is about *influencing* existing services and activities, and the way they are delivered, and *linking up* existing activity better, not necessarily initiating new projects. Examples of this kind of approach include making sure older people are able to input to the development of the Town Plans, to Highways improvements (starting in Prestatyn), to the review of Customer Services, and to website content.

4.7.8 Specific consultation with older people will be taking place in July and August so older people's priorities can continue to shape the projects and activities proposed.

4.8 Workforce

4.8.1 The council needs to ensure that the social care workforce (its own staff and those employed in other sectors) are available (ie there are enough of them) and changing to meet future needs.

4.8.2 In addition, the council's staff generally will be providing services to a growing population of older people. The way they do this needs to reflect the principles of promoting independence and wellbeing and this may have implications for the way services are currently provided.

4.8.3 Council employees are likely to wish to stay in work longer as well as retiring in significant numbers from the council over the next 20 years. We will need to plan to ensure we have a suitable supply of workers to meet continuing needs. This will mean encouraging younger people into the workforce and supporting older workers to acquire new skills as well as preparing those retiring for a healthy and active retirement.

(This Workstream has strong links with the Progress through People programme which reports to the Business Transformation Board).

4.8.4 Proposed indicators and priority projects are set out in Appendix I on pp 9- 11.

4.8.5 The key projects include the development of the Council's Corporate Workforce Plan, the Care Ambassadors project, development of a training package for front-line Denbighshire County Council staff covering key issues and resources in delivering services to older people, and a review of the Council's pre-retirement offer.

4.9 Achieving a More Balanced Population

4.9.1 While Denbighshire's ageing demographic is striking and we clearly need to change services to take that into account, the Board has also been committed to the principle that we should attend to the needs of younger people and young families in Denbighshire.

4.9.2 The Board has had significant discussion about this issue. It has particularly considered what the policy options are. For example, to what extent is it feasible to try and make an area's population more balanced? What does experience from other areas tell us? Does it matter if our population is ageing fast? Are there opportunities arising from this scenario as well as negatives?

4.9.3 Broadly speaking, the Board concluded that it would be very difficult to make highly significant changes to the balance of Denbighshire's population.

4.9.4 However, the projected growth in Denbighshire's population over the next 20 years through in-migration does offer potential opportunities in terms of attracting younger people, though these would have to be carefully shaped to maximize likely benefit.

4.9.5 In addition, the Council could make a difference and could do more to show the community that it viewed the balance of its population as important and was taking positive actions to encourage young people and families to make a future in the area.

4.9.6 The Board thought that the make-up of the population did matter for the following reasons

- its importance in maintaining language, culture and heritage
- the wish to be able to offer young people and families opportunities in their local communities
- the need to maintain a population of working age able to meet the community's needs- especially a community with high levels of dependency
- the greater wealth generally associated with higher levels of economic activity
- community cohesion ie a very imbalanced population could ultimately lead to tensions and conflicting priorities
- being focused on the future and having access to the innovation, vitality, dynamism associated with youth

4.9.7 However, the Board's view also was that, given the strength of demographic trends, beginning to see older workers as a critical asset and planning to retain and retrain them to meet the community's needs was necessary too.

4.9.8 The Board accepted that the Council cannot control the shape of the future population, but it can try to influence it. To achieve success in this, the Council needed to

- work collaboratively across the public sector to achieve a more balanced population in both urban and rural communities
- help create opportunities to buy or rent affordable housing aimed at meeting the needs of younger age groups
- help deliver and enable access to a range of good quality job opportunities available within reasonable traveling distance
- ensure young people know about the full range of job and career opportunities locally, including those offered by the council, and be actively encouraged to create their own employment
- ensure young people feel encouraged to stay or come to Denbighshire following Further and Higher Education courses
- support leisure, cultural and countryside services to market themselves to appeal to a younger population
- make clear that it has listened to the views of younger residents and can show how their views have influenced key strategies and services

4.9.9 Key indicators and projects are set out in Appendix I pp 12 – 14.

4.9.10 Internship opportunities have been advertised to enable us to take forward the following projects: Living and Working in Denbighshire; Extending the range of work experience placements: Expanding apprenticeships.

4.9.11 One intern has been appointed so far- to the “Living and Working in Denbighshire” project.

4.9.12 It is clear that the LDP, the revised Housing Strategy, the Modernising Education programme, the Corporate Workforce Plan, the BIG Plan (Outcome 8- “Denbighshire has a thriving and sustainable economy and a skilled workforce”) and the Rhyl Regeneration programme have significant contributions to play in maximizing the extent to which we can retain and attract young people and families to the County. A role of the People and Places Board will be ensuring these initiatives do maintain a focus on responding to the demographic challenges facing Denbighshire and monitoring the extent to which we use them successfully as levers to achieve a more balanced population.

4.10 Delivery issues

4.10.1 The programme is involving officers across the Council- both as Workstream leads and as members of Workstream Delivery Groups. This is a deliberate tactic to ensure widespread ownership, understanding and involvement in the programme.

4.10.2 The Programme has concentrated on getting the Council’s own act in order rather than developing this agenda on a partnership basis. It has not held to this position at all costs, but is an indication of the importance of the council as a whole responding to changed population trends

4.10.3 The Communities and Wellbeing, and Achieving a More Balanced Population workstreams are particularly cross-cutting. As such it is not obvious who should provide workstream leadership, and it is more difficult to identify mainstream resources to implement projects .

4.10.4 The programme has begun to develop some innovatory responses to the resource issues through the Internship Programme (which simultaneously progresses priority projects and offers good quality work experience opportunities to local undergraduates/recent graduates). It is also clear that not all projects need large scale additional resources. Making links between initiatives currently delivered separately and changed mindset and culture can enable services to be adjusted in highly beneficial ways. Use of a range of existing funding streams, and community based Participatory Budgeting approaches also have a role to play.

4.10.5 However, these will not provide solutions to all priority projects and once scoped, it is likely that additional resources will be needed- for example for an expanded apprenticeship programme, a graduate trainee programme, or to contribute to Village Agents.

4.10.6 . To date, the community engagement aspect of the programme has not been as strong as it should be, though all action has been planned based on evidence from previous consultations, and information on need and priority. There are specific measures being taken to improve engagement with both young people and older residents over the summer.

4.11 Sustainability

4.11.1 In Spring 2011, the People and Places Board took part in a “Community Centred Risk Management” workshop. A key input was from Alan Netherwood, from the Wales Centre for Sustainability, who subsequently also made a presentation to Informal Council.

4.11.2 The presentation identified a key set of global drivers which, along with demographic change, would have a very significant impact on the future of Denbighshire’s population and communities. These included climate change, fuel costs and food security issues.

4.11.3 The People and Places Board workshop began to identify which communities within the County might be particularly vulnerable to these and demographic changes and to outline actions to mitigate the risks. Some of these have been reflected to some extent in priority projects within the existing four workstreams. However, the development of this work has been limited.

4.11.4 Consequently, the People and Places Board will consider a paper in the Autumn which will propose a further workstream linked to the sustainable communities agenda.

4.12 Regeneration of Rhyl

4.12.1 To date, the Board’s role in relation to the Regeneration of Rhyl has been limited as work has gone ahead with development of a Strategic Regeneration Framework (SRF) and Delivery Plan.

4.12.2 The Board does, however, provide a cross County perspective on the Rhyl agenda, ensuring familiarity with the key challenges and sites and commenting on the draft SRF. The July meeting of the People and Places Board was largely devoted to consideration of the draft Delivery Plan for the Neighbourhoods and Places workstream.

4.12.3 The Board has identified links between the demographic change agenda and the regeneration of Rhyl. Examples include the need to recognize the extreme differences in the demographic makeup of neighbourhoods within Rhyl. The town’s relatively young

population has the clear potential to be further developed as a key resource for meeting community needs in Rhyl but also further afield. In addition, the needs and interests of the older population represent an important market in the town.

4.12.4 The People and Places Board's role in relation to Rhyl Regeneration will need to change, however, as proposals for the overall governance of the programme are made.

4.12.5 The Board discussed what it felt its role should be at its July meeting and felt that its focus should be

- continuing to ensure effective connections between the demographic change and Rhyl Regeneration agendas.
- ensuring the broad membership of the Council has a forum for commenting on major investment proposals in Rhyl, particularly those where match funding is required from Council resources. Examples during 2011/12 include the proposed SCIF (Strategic Investment Fund) bid and proposals for Rhyl High School.
- providing a forum for commenting on proposals that have implications for communities outside of Rhyl. Examples during 2011/12 include options for the Suncentre and Pavilion Theatre, planning school places, and development of the Coastal Path.

5 How does the decision relate to corporate priorities?

5.1 Demographic Change and the Regeneration of Rhyl are two of the council's corporate priorities and the Board's work programme is directly geared to fulfil objectives against the priorities.

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

6.1 To date, the work on demographic change has been delivered within existing or planned budgets across the council, and it is anticipated that this will continue in the main. Paragraph 4.10.5 sets out that this will not be feasible in all cases and, if essential, resources will be sought through appropriate budget processes.

6.2 Separate reports are being submitted to Cabinet on spend relating to the Rhyl Regeneration programme.

7 Consultation carried out

There has been extensive consultation on both programmes within the Council with officers across the council contributing to current and potential projects. Both programmes either have, or are putting in place, arrangements for consultation with residents and other stakeholders.

8 *Statement of Chief Finance officer*

The costs of existing projects need to be contained within existing budgets. Where further investment is seen as desirable, the case will need to be made during the financial planning and budget setting process. However the context to this is that significant reductions in expenditure will be required over the coming years.

9 *Risks*

Both programmes are using formal programme management methodology to manage delivery which provides assurance in the identification and mitigation of risk.

10 *Power to make the decision*

Section 2 of the Local Government Act 2000

DRAFT

APPENDIX I



People & Places Programme Board

RESPONDING TO THE CHALLENGE OF DEMOGRAPHIC CHANGE WORKSTREAMS OUTCOMES DOCUMENT

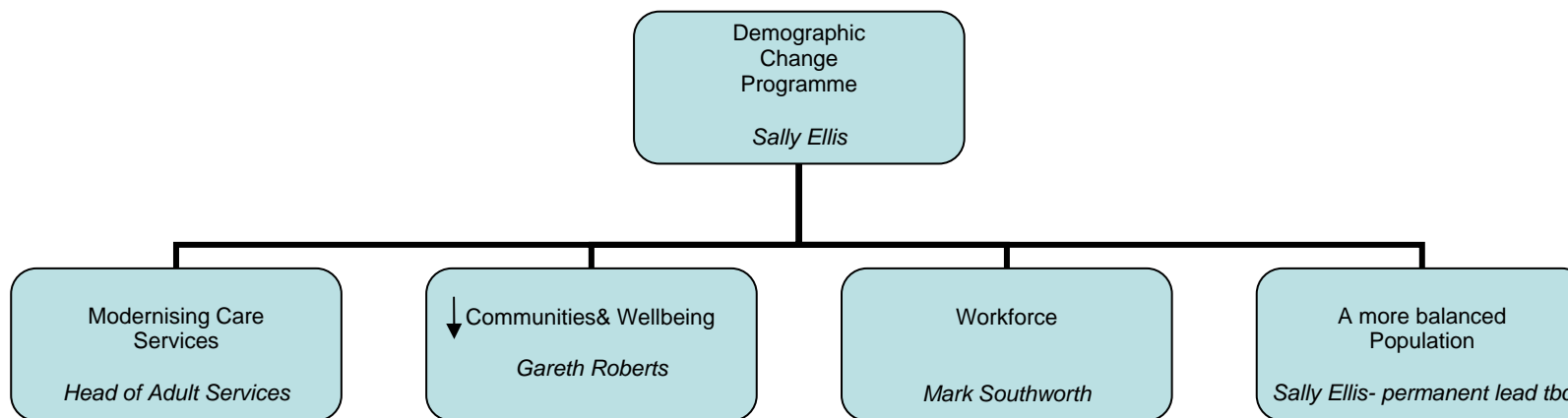
Purpose of the Programme

The purpose of the Demographic Change Programme is to provide leadership and coordination of activity to ensure that:


“we shape our community to meet the needs of our growing population of older people as well as planning, over time, to achieve a population which is more balanced”

Organisation of Programme Activity

The Responding to the Challenge of Demographic Change Programme is currently organised into 4 workstreams as illustrated in the diagram below:




This structure is designed to provide clarity of activity and purpose along with clear, individual accountability for delivering change. It will also provide the framework for a structured programme and project management approach, along with straightforward monitoring arrangements. The structure is flexible and could be changed in the future as the Council responds to new challenges or opportunities

MODERNISING CARE SERVICES FOR OLDER PEOPLE	
Outcome	Services for older people will be responsive, timely, effective and facilitate more independent living
Rationale	With an ageing population services need to be flexible and pro-active to prevent deterioration, delay dependency and support recovery. Based on preferences expressed by older people themselves, this can be achieved for many people through alternative housing options and reablement approaches. These delay or reduce the need for intervention and limit the demand on resources while providing greater choice and improved quality of life.
Interdependencies	Adult and Business Services Business plan, BIG PLAN (LSB) 
Workstream Lead	Neil Ayling /Head of Adult Services

Indicators	Source	Baseline March 2011	March 2012	March 2013	March 2014	Frequency
How satisfied or dissatisfied are you (people aged 50+) with social services for adults which the Council provides: increased positive response (very satisfied/fairly satisfied)	Residents Survey	(March 2009-10) 76.9%	>76.9%	-	>76.9%	Annual
Increase the average age of people admitted to care homes	Social services performance management	To be set				Data set being developed
My Council has helped me to live independently (people aged 50+): increased positive response (strongly agree/ tend to agree)	Residents Survey	(March 2009-10) 62.9%	>62.9%	-	>62.9%	Annual
The % of people no longer needing a social care service following involvement from the reablement and intake service	Social services performance management	To be set				Data set being developed
The % of people who have a reduced level of social care package following involvement from the reablement and intake services	Social services performance management	To be set				Data set being developed
The % of people who have a maintained level of social care package following involvement from the reablement and intake services	Social services performance management	To be set				Data set being developed
The % of Extra Care Housing Units Occupied (Denbighshire)	Adult and Business services BP	(March 2010-11) Target: 75% Performance: 53%	>95%	-	>95%	Annual
Increase positive response from customer satisfaction survey for residents that receive DFG and home improvement grants. Does the adaptation allow you to retain your independence in your own home ?	Housing and area renewal customer satisfaction questionnaire	To be set				Annual
Number of House proud referrals received	House proud officer	(2010-11) 95	>95	>95	>95	Annual

CURRENT PROJECTS			
	Start date	End date	Links
New integrated approaches to service delivery involving at least 1 external partner - health, 3 rd sector, independent sector eg new locality teams- evaluation	November 2011		BIG Plan
Extra care housing scheme Ruthin			
Day Services Review	June 2011	October 2011	
Continued roll-out of Reablement- in south of County and with independent sector care providers			BIG Plan
POTENTIAL FUTURE PROJECTS			
	Start date	End date	Links
Extra care housing scheme Denbigh - funding options	September 2011		

COMMUNITIES AND WELLBEING	
Outcome	Older people live more independent and fulfilled lives within the community
Rationale	It is important that given future projections, all council services adjust to a changing demographic, helping make Denbighshire a good place to grow old. Providing a wide range of opportunities to engage older people and support them to live healthy, safe and happy lives in their local communities is a key way of delivering this outcome.
Interdependencies	Leisure, Libraries and Community Development, Countryside services BIG PLAN (LSB) 
Workstream Lead	Gareth Roberts

Indicators	Source	Baseline March 2011	March 2012	March 2013	March 2014	Frequency
Increased % satisfied or very satisfied with your local area as a place to live (50+)	Residents Survey	(March 2009-10) 86.4%	>86.4%	-	>86.4%	Biennial
Increased % of Older people (55+) answering Excellent, very good or good to their general health status	Wales Health Survey	2009 65%	>65%	>65%	>65%	Annual
Increased participation rates in physical activity (65+) through day centres, residential care & other settings	LLCD Service BP	Baseline to be set				Annual
Increased levels of feeling very safe and fairly safe in your own home after dark and during the day	New Questions on Residents survey	Baseline to be set				Biennial

Increased levels of participation: Number of volunteer days (on service activities)	Countryside services service plan	(2009-10) 650	700	800	>800	Annual
The number of older people (55+) enrolled on the "First Click" programme as a percentage of the total older people population	LLCD Service BP	(2010-11) 215	>215	400	>400	Annual
Increased levels of participation: New Work Connections	Adult Services BP	Baseline to be set				Annual
Increased positive response (strongly agree/agree): Do you feel part of the local community?	New Question on Resident survey	Baseline to be set				Annual
Positive feedback from: My council has positively contributed to my quality of life (My Life, My Way exchanges- life cafes)	My life, my way group consultation/ evaluation	Baseline to be set				Annual

CURRENT PROJECTS			
Priority Projects on Programme Plan	Start date	End date	Links
Village agents project feasibility and analysis of information networks- internship	July 2011	October 2011	
Extension of Volunteer opportunities for older people within the Council- internship project			
Telebuddies project- roll out of pilot project			
My Life, My Way Exchanges extension throughout the County			
Delivery of LAPA Plan- actions relating to older people	April 2011	April 2012	BIG Plan
Related Projects and Activities:			
Development of Town Plans; access surveys			
Rural Development Plan initiatives			
Feasibility of extending Leisure Card concept to offer multi-buy discounts for older people			
Modernisation of Customer Services/Website taking demographic profile into account			
New Work Connections project- employment and volunteering opportunities, digital inclusion			
Modernisation of sheltered housing service/wellbeing hubs			
Influencing Highways improvements- especially in areas of high older population- starting in Prestatyn			
Snow clearing by neighbours- publicising policy			
Promotion of assisted collections			
Transport options for older people- feasibility, publicity			
Service evaluations by older people eg Leisure provision for older people, Demand Responsive Transport, Wellbeing Hubs, Rural initiatives			

WORKFORCE	
Outcome	An adequate supply of appropriately skilled and motivated individuals to provide for the needs of older people.
Rationale	The Council needs to skill its employees generally to meet the needs of older people and it has responsibilities as an employer of older workers and for its staff approaching retirement. In social care specifically, the Council, Independent Sector and 3 rd Sector providers of services need the right staffing levels for the services they provide for older people. The individuals within those roles need the right knowledge, skills, qualifications, motivation and resources to undertake the job well. Where appropriate staff need to fulfil their roles with allied disciplines e.g. health. Working across professional boundaries, supporting the integration of services and locality working will be developed to get the greatest value for service users and provide an efficient service.
Interdependencies	Adult and Business Services, North Wales Social Care in Partnership(SCIP), Social Care Workforce Development Partnership (SCWDP), Strategic HR, BIG PLAN
Workstream Lead	Mark Southworth

Indicators	Source	Baseline March 2011	March 2012	March 2013	March 2014	Frequency
Unfilled vacancies for Adult Social Care jobs	DCC Stats	22 *	<22	<22	<22	Annual
Agency staff levels for social work	DCC Stats	2.9%	<2.9%	<2.9%	<2.9%	Annual
Increased job satisfaction, within Adult Services	DCC Staff Survey	92%**	>92%	>92%	>92%	Annual
Increased positive response to: Do staff feel that they have adequate resources to fulfil their roles ?	DCC Staff survey	80.5%**	>80.5%	>80.5%	>80.5%	Annual

% of staff with recommended qualifications	Workforce survey	LA Res Care- 75% I/Sect Res Care - 60% LA Dom Care- 61% I/S Dom Care – 56%	LA Res Care- >75% I/Sect Res Care - >60% LA Dom Care- >61% I/S Dom Care – >56%	LA Res Care- >75% I/Sect Res Care - >60% LA Dom Care- >61% I/S Dom Care – >56%	LA Res Care- >75% I/Sect Res Care - >60% LA Dom Care- >61% I/S Dom Care – >56%	Annual
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* Figures relate to direct care staff only.

** Figures taken from Adult Staff Survey responses. % shows the average response from Adult Services, Learning Disability, Provider Unit, Other Adult Services.

CURRENT PROJECTS			
	Start date	End date	Links
Corporate Workforce Plan	April 11		Business Transformation Board/Progress through People
Working with older people- awareness training programme for front line Council staff- options			
Review of Council's pre-retirement offer			Corporate Workforce Plan
Marketing campaign for social services as a career- Care Ambassadors			
Train the Trainer – Older Volunteers trained to deliver Dignity in Care training	Jan 11	March 11	O/P Strategy
Delivery of Social Care Workforce Development Plan	April 2011	April 2012	
POTENTIAL FUTURE PROJECTS			
	Start date	End date	Links
Development of the older workforce			Corporate Workforce Plan

A MORE BALANCED POPULATION	
Outcome	More young people/families are retained in Denbighshire or attracted to the area. Older workers are supported to remain economically active and meet community needs.
Rationale	A more balanced population would encourage a higher rate of economic activity, greater wealth, the potential to protect culture and heritage and meet future community needs. At the same time, the current demographic trends towards ageing are irresistible and we need to identify the opportunities that they present as well as the challenges.
Interdependencies	LDP, Modernising Education Business Plan, BIG PLAN, Environment Service Business Plan, Young Enterprise, Rural Development Plan, Cadwyn Clwyd, Regional Collaboration Board 
Workstream Lead	Sally Ellis- permanent lead TBC

Indicators	Source	Baseline March 2011	March 2012	March 2013	March 2014	Frequency
Population breakdown by age band 0 – 15 16 – 24 25 - 44	Annual Population Survey NOMIS	17584 9848 21607	17592 9799 21491	17633 9710 21444	17641 9645 21385	Annual

Number of affordable old and new housing units in Denbighshire	DCC Stats	140	>140	>140	>140	
Number of 16-24 with level 4 qualifications	Census 2011	To be set				
Do you think that the Council actively respond to your concerns as residents: younger people (16-44)	Residents survey	(2009-10) 41.4%	>41.4%	-	>41.4%	Annual
Local Development Plan indicators if/when formally adopted: <ul style="list-style-type: none"> - % Welsh speakers - market and affordable housing units - employment land/opportunities - sustainable development 						

CURRENT PROJECTS

	Start date	End date	Links
Internships Programme	May 11		Corporate Workforce Plan
<ul style="list-style-type: none"> • Living and Working in Denbighshire (Younger people) - analysis of the routes young people from Denbighshire take into work and what has determined where they work including analysis of destination data- Years 11, 12, 13 and post FE/HE - scoping process for Denbighshire undergraduates to receive information about local job/work experience opportunities - consultation work with young workers in the Council, with school and college councils and analysis of young people's responses to BIG Plan consultation activities etc • Extension of work experience placements in the Council- feasibility • Extension of apprenticeships in the Council- feasibility <p>An intern has been appointed to the first project. The two other opportunities have been advertised</p>	July 2011	October 2011	
Llwyddo'n Lleol project	May 11	2015	
Development of Town Plans reflecting aim of achieving more balanced population	June 11	Dec 12	

POTENTIAL FUTURE PROJECTS			
	Start date	End date	Links
<ul style="list-style-type: none"> - Actions arising from feasibility and research work above- living and working in Denbighshire, extending work experience placements, apprenticeships, young people's views - tracking patterns of in-migration, specifically those moving in to new housing completions – origin, age, dependants - Affordable Housing website up and running - social lettings agency up and running - information produced for young people considering house purchase or renting in the private sector completed - implementation of the Denbighshire Leisure Strategy and marketing countryside, culture and leisure opportunities to young people/young families 			

BIG PLAN- OUTCOME ICONS



OUTCOME 1: Older people lead independent and fulfilled lives



OUTCOME 2: People and places in Rhyl benefit from regeneration activity



OUTCOME 3: Children and young people in Denbighshire achieve and have skills for life



OUTCOME 4: Vulnerable families in Denbighshire are supported to live a life free from poverty, where they can be independent and flourish



OUTCOME 5: Needs of our rural communities are recognised and met



OUTCOME 6: People in Denbighshire have healthy lifestyles



OUTCOME 7: Children, young people and vulnerable adults in Denbighshire are safe



OUTCOME 8: Denbighshire has a thriving and sustainable economy and a skilled workforce

Report To: Cabinet

Date of Meeting: 26 July 2011

Lead Officer: Corporate Director:
Demographics, Wellbeing and Planning

Report Author: Service Manager:
Quality and Systems Development

Title: Annual Council Report:
Social Services 2010/2011

1. What is the report about?

Every Director of Social Services in Wales is required to produce an annual report which summarises their view of the effectiveness of the authority's social care services and priorities for improvement.

The Directors annual report for 2010/2011 is attached as Appendix 1. The report is intended to reflect an honest picture of services in Denbighshire and demonstrate a clear understanding of the strengths and challenges faced.

A separate report will be presented to Cabinet providing detailed information on Children's Safeguarding which continues to be a significant area for the authority and one that continues to pose challenges.

2. What is the reason for making this report?

Approval is required for the Director's Annual Report for 2010/2011.

3. What are the Recommendations?

Cabinet are asked to approve the:

- self assessment of social care in Denbighshire
- priorities for action
- publication of the annual report

The report will form an integral part of the Care and Social Services Inspectorate Wales (CSSIW) performance evaluation of Denbighshire Social Services and subsequent inspection and review programme which includes a planned inspection of adult social care in the latter part of 2011/12. The evaluation also informs the Wales Audit Offices assessment of Denbighshire County Council as part of the annual improvement report.

4. Report details

4.1 The Annual Council Reporting Framework (ACRF) has four components:

❶ Self assessment and analysis of effectiveness

A comprehensive Position Statement has been developed which focuses on:

- the quality and effectiveness of services
- the organisation's capacity to improve and sustain improvement.

The Position Statement is available on the authority's intranet.

❷ Evidence trail

A significant volume of evidence has been collected and submitted to CSSIW to demonstrate the analysis and judgements contained within the Position Statement.

❸ Integration with business planning

The improvement priorities identified in the Position Statement have been integrated into existing performance management arrangements and actions are embedded within our Service Business Plans. This approach ensures that the improvements identified in the annual report are mainstreamed and form part of the authority's service challenge programme.

❹ Publication of an annual report

In line with the guidance that governs the ACRF process the annual report has been written for the public and draws on comments, quotes and case studies that illustrate how service users and carers experience our services.

Key messages and priorities from the ACRF process

4.2 Our assessment is that Denbighshire Social Services continues to perform well in most areas. Appendix 2 provides an analysis of the strengths and challenges arising from the self assessment and identifies the actions we will take to secure improvement.

4.3 The improvement actions contained within the annual report recognise that to support people who need social services in the future we will need to continue to deliver a very significant programme of service change while simultaneously delivering efficiencies. Key features of our approach to proactively remodel, and develop new service patterns to improve local services, include:

- an ambitious programme to transform adult social care in Denbighshire
- realigning the focus of Children's Services and the way in which services are planned and delivered

- leading, and involvement in, high profile collaborations and partnerships across boundaries
- 4.4 We need to ensure that we manage change consistently well, ensuring that people who use social services, our staff and communities are completely involved and have the opportunity to shape the way change is taken forward. We also need to strength our approach to quality assurance to ensure that our systems robustly assess the outcomes that are being delivered and that services continue to be tailored to individual need and are effective in keeping people safe.
- 5. How does the decision contribute to the Corporate Priorities?**
- 5.1 The improvement priorities identified within the annual report directly contribute to the delivery of the Responding to Demographic Change and Regeneration corporate programmes. Examples include:
- work with Leisure Services to promote and develop opportunities for older people to participate in leisure activities linked to our reablement strategy
 - the development of an Intensive Supported Independent Living Scheme to enable people with learning disabilities and people with physical disabilities to live in the community
 - initiatives to reduce child poverty and maximise benefit entitlement
 - the mapping of vulnerable families, many of whom live in disadvantaged areas included within our regeneration projects, and the commissioning of early intervention services via Families First
- 5.2 The ACRF will support the Authority's Statement of Intent in terms of bringing the Council closer to the community through:
- the delivery of a strong first response which is timely, clear and effective
 - developing a Family Support Strategy to enable a greater focus on multi-agency early intervention and integration with Families First and Intensive Family Support Team initiatives
 - a commitment to further engage and involve people who use social care services in the development and review of services
 - initiatives to simplify social work processes to enable a greater proportion of time to be spent with service users.
- 6. What will it cost and how will it affect other services?**
- 6.1 The strategic approach envisaged in the annual report formed an integral part of the service challenge processes that took place in May/June 2011.
- 6.2 The actions identified within the report are aimed at delivering service improvements, improving outcomes and meeting local needs better within the context of achieving challenging financial efficiencies.

7. What consultations have been carried out?

- 7.1 It is acknowledged that consultation has been limited in the production of the self assessment and annual report. Feedback directly gained from service users and carers about our services as part of our existing quality assurance systems has been used to assess our performance. National performance data has been used to evaluate comparative performance and the outcome of the positive fostering and adoption inspection by CSSIW in 2010.
- 7.2 The Lead Member for Health, Social Care & Wellbeing and the Lead Member for Welsh Language, Children, Young People and Leisure have had an opportunity to comment on the draft document as well as key scrutiny representatives from the Performance Scrutiny.

8. Chief Finance Officer Statement

- 8.1 While there are no immediate significant financial implications resulting from the annual report, it is crucial that any costs associated with implementing the actions are compatible with the medium term financial plan.

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

- 9.1 Detailed risk registers have been developed for the Adult and Business Service and for the Children and Family Service. As the ACRF has been mainstreamed into the work of the Services the associated risks and actions to mitigate and manage them are captured in the risk register. The registers will be reviewed following a planned workshop for Officers on the 19th July 2011.

10. Power to make the Decision

- 10.1 Section 3 of Local Government Act 1999 – Best Value duty to secure continuous improvement.
- 10.2 Section 7 of Local Authority Social Services Act 1970 – duty to secure continuous improvement of service delivery.
- 10.3 Local Government (Wales) Measure 2009 – duty to secure continuous improvement of service delivery.
- 10.4 Statutory Guidance on the Role and Accountabilities of the Director of Social Services issued under Section 7 of Local Authority Social Services Act 1970.

Annual Report 2010-11

Fersiwn Gymraeg



**Denbighshire County Council
Social Services**

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If you would like to find out more about our services and how to access them, contact the First Contact Team. You can write or call in to see them at:

64 Brighton Road
Rhyl
LL18 3HN

County Hall
Wynnstay Road
Ruthin
LL15 1YN

Phone 01824 712900
Fax 01824 712888
Text 07917 597993
Email firstcontactteam@denbighshire.gov.uk
Website www.denbighshire.gov.uk

Ffersiwn Gymraeg

For a version of this leaflet in Braille, in large print or another language or format, call free on 0800 243 980.

This is my second Annual Report about social services in Denbighshire. This report covers 2010/11 and includes my judgment about how effective social services have been in meeting the needs of our communities. The report also explains our priorities for 2011/12.

Although Denbighshire is a small county, it does present a serious set of challenges for those responsible for delivering social services. These include having a rapidly ageing population, some of the most deprived areas in Wales, and serving a diverse group of communities. This report will tell you how we are responding to the challenges we face in Denbighshire.

All local authorities are facing tough financial challenges. In 2010/11 Denbighshire County Council made £6.4m of efficiency savings. We were able to do this with minimal impact on front-line services. But the challenges continue with the Council having to find further savings of around £5m in the coming year. Whilst we have clear plans to find these savings, it will remain a significant challenge to deliver them.

In Social Services we have a good track record of changing services to provide greater independence, choice and value for money. We will need to continue to develop our services and achieve improvements - particularly through collaboration. A key challenge for us will be managing change consistently well. We need to make sure that people who use social services, our staff and communities are completely involved during this period of change and have the opportunity to shape the way changes are made. We have some excellent examples of where we have done this well, but also some not-so-good examples, and we will need to learn from both. Examples are given in this report to highlight some of the experiences of our service users and the views of others who have inspected our services.

To preserve the anonymity of service users, we have attributed their comments to members of Ceri's Family - Denbighshire's virtual family. More details about Ceri's Family can be found on the Healthy Denbighshire website: www.healthydenbighshire.co.uk.

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I welcome feedback and comments on the contents of this report as it is important to present a recognisable picture of Social Services in Denbighshire. Feedback can be provided to: ACRF Feedback, Ty Nant, Prestatyn LL19 9LG. You can also call 01824 712900 or email: ssdcomments@denbighshire.gov.uk to leave feedback.



Sally Ellis

Corporate Director for Demographics, Wellbeing and Planning

Our summary assessment

My assessment is that Denbighshire Social Services continues to perform well in most areas. We are remodelling our services to make sure that we can respond effectively to changes and increases in demand. This includes:

◆ **an ambitious programme to transform adult social care in Denbighshire**

We have changed our structure to make it easier for people to access our services, whilst at the same time developing a locality-based approach to delivering services. This approach reflects developments within Health Services and aims to deliver a service where agencies work together, based in communities throughout Denbighshire, to enable more people to live independently in their community. The emphasis is on prevention and early intervention, whilst recognising that an ageing population will have complex, long term care needs that require responsive support tailored to individuals' needs.

During the summer of 2011 our Head of Adult and Business Services will be moving on following a promotion. One of our Service Managers will act as Head of Service for a period so that changes keep moving forward and we continue to develop and deliver effective services. The new Head of Service will take up their post in October.

◆ **realigning the focus of Children and Family Services and the way in which services are planned and delivered**

2010/11 was a time of significant change in the management of Children's Services with a new Head of Service being appointed.

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This presented an opportunity to revisit and redevelop our vision and values with staff and to consider our direction. In response to this work we will be revising our structural arrangements in 2011/12. This new structure will provide a focus on good professional practice. Casework activity will also be strengthened with new quality assurance processes.

♦ **working collaboratively across the region**

During 2011/12 we will continue to work in collaboration across a range of services. This includes the work of a regional commissioning, procurement and monitoring hub for high-cost residential placements for both adults and children. We expect this to improve placement quality as well as being more efficient financially.

In summary we recognise that we have many strengths as well as a number of areas for development. This report provides an overview of our services and priorities for moving forward.

Accessing services

Our First Contact Team provides a single point of access to our services, and signpost to alternative services where appropriate. They receive enquiries and referrals and provide information and advice. They provide a safe gate-keeping system for child protection and vulnerable adult referrals.

They carry out initial screening to identify what needs the individual might have, and refer them to the appropriate team or relevant external agencies. We provide high quality public information in the form of leaflets, posters and letters to service users, and through the press and our website. Information is produced in plain language in Welsh and English, and is available in other languages and formats on request. This includes Braille and audio CD. We display information in reception areas and One Stop Shops, and our First Contact Team posts information to service users and the public on request. We have multi-agency points of contact, including Hafan Lles in Prestatyn, the Home Enhanced Care Service (HECS) covering the coastal strip, and the Response and Rehabilitation Service (RARS). Staff are knowledgeable and I believe the service works well.

In 2011/12 we will be looking at how we can further strengthen the way people access our services. This will include extending the availability of social work staff and occupational therapists for initial screening processes and reviewing how effectively we signpost people to services.

Adult Services

We aim to support people to live in their own home wherever possible. This can include:

- ◆ care and/or support in a person's home;
- ◆ short breaks;
- ◆ special equipment and home adaptations;
- ◆ day services, and
- ◆ advice about benefits and how to claim them.

We also help people by providing care within residential and nursing homes.

During 2010/11 we began an ambitious programme to transform adult social care in Denbighshire. The programme has adopted a 'systems thinking' approach which considers social care from the perspective of people using our services and the outcomes they want.

Our priorities for 2011/12

Our comprehensive service business plan sets out how we will develop services to respond to the challenges we face. Our priorities are:

- ◆ strengthening first response services;
- ◆ establishing locality offices;
- ◆ simplifying the pathway for service users and embedding the principle of one contact person (or at the most one team) for service users to communicate with;
- ◆ reducing bureaucracy to enable practitioners to spend at least 50% of their time on direct contact/response;
- ◆ developing and embedding our performance management to focus on quality and outcomes – the things that matter for service users and the Council;
- ◆ work with other local authorities in North Wales to develop an approach to the fees we pay care homes in a way that creates consistency whilst reflecting the local market and issues here in Denbighshire;

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- ◆ addressing the rate of care home placements compared to other Welsh authorities (these are currently high and our aim is to reduce them further by providing good community-based alternative services), and
- ◆ refocusing day care to become a day activities service that increases people's independence.

Older people

The main challenge that we face to older people's services is to manage the impact of the increasing numbers of older people in the county. Over 20% of the Denbighshire population are aged over 65. The Welsh average is 17.8%. Rapid increases in the numbers of people aged over 80, and the fact that over 60% of pensioners live alone, is leading to a need to develop services that promote independence and well being as well as responding to more complex long term care needs.

Adapting services to respond to demographic change is one of our priorities. I am proud of what we have achieved so far. We have worked closely with older people to develop our approach which includes a range of community initiatives - Passion for Life, Dignity in Care and Telebuddies - all of which actively involve older people in the design and delivery of services.

We have worked closely with other services in the Council, including Housing Services, and in 2010/11 we have developed the role of wardens as part of our reablement approach and developed sheltered housing as community hubs. We have also worked closely with Leisure Services to promote accessibility to activities for older people living in the community who don't receive social care services. Initiatives like water sport activities on Marine Lake in Rhyl for the over 50s and leisure activities for people in Extra Care and day services have developed in 2010/11. We have Extra Care Housing schemes operating in Rhyl and Prestatyn, with one being developed in Ruthin and plans in place to build one in Denbigh.

Overall, I am pleased that services are considered to be generally of a good to high standard and are well received by service users and their carers. We have well developed care management processes which involve assessment, care planning and reviewing.

Particular attention has been given to successfully improving the consistency and timeliness of reviews in 2010/11.

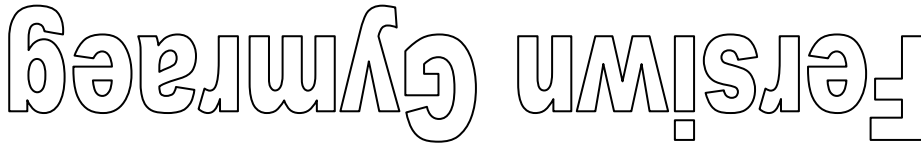
“[My social worker] has arranged a shopping assistant, a cleaner and even put us in touch with a gardener and Meals on Wheels. Nothing was too much trouble for him and, as I am not as sharp as I used to be, he was most patient in explaining things in detail. These arrangements have taken a weight off my mind and I am so grateful.”
Service user feedback.

We continue to work closely with the Betsi Cadwaladr University Local Health Board (BCUHB) who share many of the challenges we face. We have continued to perform well with the NHS to enable discharge from hospital and have a number of joint services. This includes 2 major partnerships – the Community Equipment Service (CESI) and the Response and Rehabilitation Service (RARS).

CESI is a service offered in partnership with the NHS. CESI provides a wide range of equipment - like Telecare - to help people live independently within the community.

RARS is a multi-disciplinary team which aims to prevent inappropriate hospital and care home admissions. RARS also facilitates discharges from hospital and care homes.

2010/11 saw the first year of operation of our integrated locality team at Hafan Lles, Prestatyn. This brings together a range of staff working mainly with older people to provide a single access point for services in Prestatyn. This model formed a blueprint for the development of our locality teams across Denbighshire.



Elderly mental health

We have strengthened our services for older people with mental health needs this year. We have set up 2 very successful groups at Gorwel Newydd (Extra Care in Rhyl) which bring together elderly mental health (EMH) service users and the residents of Gorwel Newydd. We have also extended support for carers of people with dementia through the provision of day activities. These approaches move away from traditional models of EMH day care.



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Specialised services like the ABBA project have been commissioned through the Supporting People programme for older people with particular needs, like those with dementia, to help them to remain safely at home for as long as possible. Continuing Health Care (CHC) funding has been used effectively to deliver a single point of access for elderly mental health (EMH) and dementia support workers. As part of the arrangements specialist support staff work with people with dementia to help them stay safely in their own community. Developments like these are critical as the numbers of people with dementia living in the community continues to rise.

People with learning disabilities

The population of adults with learning disabilities is also growing quickly because people with learning disabilities are living longer and more babies born with complex needs are surviving to become adults. We have a growing number of older people with learning disabilities and of younger people with challenging behaviour and other physical needs.

Resources are not growing at the same rate as the numbers of people with learning disabilities and there is an entirely justified demand for services that are more personalised. This means that the service user is more in control of the services they receive. We are changing our services in response to this and I am proud of what we have achieved so far.

We have developed new approaches to accommodation. Developments include Key Ring, adult placement, specialist community living (for example for people with a learning disability who suffer from dementia), Intensive Supported Independent Living (ISIL) and outreach support for those able to live relatively independently. In 2010/11 we have planned a new housing scheme which provides low-level supported housing for 5 adults with learning disabilities. This scheme differs from the intensive 24 hour on-site support offered through existing community living schemes and the low level Key Ring model.

Person-centred planning (PCP) is key to the way our learning disability services work. Our goal is to make sure that all assessments and care plans are always tailored to the person.

“ ‘Jane’ would like to say a big THANK YOU for her Person Centred Plan. She is absolutely thrilled with the result and has shown it to everyone she knows. The photo... is particularly thoughtful and means a great deal to ‘Jane’ – even her budgie ‘Bernard’ is included! ‘Jane’ would like you to know how much she enjoyed her meeting and we all thought it was very productive. Once again thanks from us all for your help, thoughtfulness and kindness.”

Feedback from a service user’s relative.

A Citizen Directed Support (CDS) pilot (which is a way of providing support driven by the service user’s preferences rather than the services available) was undertaken last year and the evaluation drew on the experiences of service users, carers and staff. Feedback was very positive and we will now roll out CDS across the service.

Services for physically disabled people and people with sensory impairments

We work with adults who are physically disabled, have a sensory impairment, or have a chronic illness and/or challenges in their lives. Our aim is to promote independence and encourage participation in meaningful activities for people of all ages.

We always aim to ‘reable’ people. The term ‘reablement’ refers to the approach we take to support people to regain their skills, confidence and independence. A reablement strategy with a supporting action plan has been developed which sets a vision for reablement in Denbighshire. The strategy (called Moving Forward) focuses on developing and maintaining services to support vulnerable people, enabling them to remain in their own home, with dignity, for as long as possible.

Occupational therapists add value to social care providing expertise in delivering a wide range of services, for example:

- ◆ reablement and community rehabilitation;
- ◆ assessing for and improving confidence to use equipment, and assistive technology devices effectively;
- ◆ providing accessible homes through designing appropriate housing adaptations, and
- ◆ training others to move from a care to an enabling approach, for example by working with the Housing Warden Service in the development of "Hand in Hand".

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In 2010/11 we worked with Conwy County Borough Council to develop a joint tender process for support scheme providers for Direct Payments (this is where money goes directly to the service users rather than simply funding the services we decide). We have engaged well with service users to develop this approach. There has been significant take-up from people with a physical disability, but further work is needed to make sure that other client groups also make the most of this service. We have extended the scheme to people who can't make decisions for themselves by appointing an appropriate person and developing 'managed accounts'.

"Direct payments have provided me with more independence and freedom."

Service user feedback.

We commission good quality services from independent providers including the MS Society and North Wales Deaf Association. We also work with other organisations to provide services including Vision Support and Denbighshire Care and Repair.

Work is underway to develop Intensive Supported Independent Living (ISIL) accommodation in Henllan which will provide supported living for 4 people with physical disabilities by March 2012. This will provide an option to live locally for people with complex physical disabilities who might previously have had to live outside Denbighshire. I am delighted we are making progress with this development – it was not easy to achieve.

People with mental health needs

Denbighshire has a higher incidence of mental illness than other North Wales authorities. We work in partnership with Conwy and Betsi Cadwaladr University Local Health Board (BCU) to provide advice and support to people suffering from mental illness and their families.

We have an established mental health performance and quality group in Denbighshire. However, the group has not met consistently throughout the year and we will be looking to strengthen these arrangements in 2011/12.

"The staff genuinely care about you, and are extremely helpful when you have a problem or a hard decision to make....."

Service user feedback

Mental health services are led by BCU but it is important that service planning continues to recognise the role of local government services in aiding the recovery of people with mental illness. For example, social care support, housing and employment opportunities are critical to people with mental health needs. This includes ensuring a consistent focus on recovery rather than illness. We have been working with BCU to bring a strong social care perspective to the reconfiguration of local mental health services. BCU recognise the need for a social care lead for mental health issues and we will be progressing this in 2011/12.

Substance misuse

Substance misuse has a major impact on the lives of many children and adults who are referred to Social Services. It is often a key factor in child protection issues and domestic violence. Substance misuse is a complex area because of the vast range of needs and types of services needed to address them. Preventing substance misuse is important and we aim to make sure that people know where they can get help and support. We work with the NHS to offer these services.

The Rhyl Night Shelter provides a safe and secure environment for homeless people and substance misusers. It aims to reduce both the number of homeless people and crime and disorder in one part of Rhyl.

We aim to help substance misusers to reduce the harm they are causing to themselves, their families and communities. There is a strong inter-agency approach to substance misuse - protecting individuals and communities through enforcement activity, as well as working with our partners to address concerns in our towns during the evening and night-time.

Fersimn Gymlraeg

Carers

We value carers and appreciate that this can be a challenging and demanding role. We aim to improve the quality of life for carers and support them to achieve their potential so that they and the people they care for can live fulfilled lives.

We have continued to implement our Carers Strategy in 2010/11, and are providing more services to carers than ever before. We have developed a range of information and services including providing opportunities for carers to take time away from their caring responsibilities. Over recent years there have been significant improvements to the service, including the appointment of a Carers' Commissioning Officer, a dedicated Carer Assessors Pilot Scheme, Carers Emergency Card Scheme, Healthy Carers Worker Pilot and a dedicated webpage.



However, demand on the Carer Assessors has resulted in a waiting list and we are in the process of developing our systems so that they more accurately reflect the level of support provided to carers. These are areas that we will be looking to improve in 2011/12.

We are currently working as part of a regional response to the new Carers' Measure and national review of respite.

Protection of Vulnerable Adults (POVA)

We have a duty to protect vulnerable adults and investigate situations where a vulnerable adult may be at risk of abuse or neglect.

We work with a range of people including the police, the NHS and other agencies to protect vulnerable adults from harm. We also take action to protect anyone who is found to have suffered abuse, or whose welfare is likely to suffer without further intervention or services.

Miss Q was a resident of Home Z. The district nurse found that she had severe pressure sores, and that they should have been called in earlier to treat them. The district nurse reported the case via POVA as possible neglect as the right medical support had not been sought. CSSIW have investigated the case, and are still considering whether to prosecute or not. Social Services have conducted reviews of all who are still residents in the care home to ensure their safety and well-being.

We perform well against the national performance indicator that measures whether risk is removed or managed in POVA cases. This position will be strengthened by work we have undertaken to improve the way risk is assessed as part of our unified assessment process and the systems we have to check that actions agreed as part of the POVA process are followed through.

We have a comprehensive training programme to raise awareness about POVA across the social care workforce. We have also secured agreement to develop an Adult Protection Committee with Conwy.

In 2011/12 we will implement revised POVA guidance and carry out a service user/carer involvement survey to ensure the service is meeting needs of vulnerable adults.

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Hospital Social Work Team

The Hospital Social Work Team with many other disciplines to support people in hospital and to make sure that discharges are effective, efficiently managed and safe. The Team undertake community care assessments for adults over the age of 18 and offer practical and emotional advice and support for service users, carers and family members. The service has continued to work well in 2010/11 and the rate of delayed hospital discharges remains low. There are also collaborative arrangements with neighbouring counties for the hosting of specialist social work services such as social work for cancer and renal patients.

“Dennis has been getting to grips with internet surfing as well as email. In one of our sessions Dennis, who was a soldier during World War II, mentioned he had never received his Cyprus campaign medal. He wondered if there was still a possibility of receiving this long overdue medal, and how he would go about it. After doing a little research on the internet we came across the Veterans UK website, where we found the process was quite simple. All we needed to do was fill out a form and post it to Service Personnel and Veterans Agency in Gloucester. Four weeks later I came into the centre to find Dennis beaming with pride as he showed off his Cyprus Medal.”

Quote from Community Development Agency staff member.



The Community Development Agency provides support to a range of community initiatives, building community leadership and mutual support. This includes ventures reducing social isolation and promoting the use of computers. Together with European and grant-funded schemes, we are able to see more vulnerable people supported within their communities without the need for statutory services.

“It’s an excellent and very friendly service, helping ordinary people develop computer literacy is enormously important these days and I believe the friendliness of your staff is the essential component to this.”

Service user feedback.

The Community Development Agency provides accessible social activities in areas of Denbighshire where people are less engaged and are more likely to be disadvantaged. This includes enabling individuals and community groups to access information technology resources and get help and advice on how to use them. The involvement of the team in demographic change initiatives outside Rhyl has been a positive step, for example the ‘Pub is the Hub’ project in Corwen.

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Welfare Rights Team

As one of the primary drivers of Denbighshire's Anti-Poverty Strategy and the Anti-poverty network, Denbighshire's Welfare Rights Team demonstrates value for money by securing resources and improving the well-being of service users. The Anti-poverty and Welfare Rights Team continues to offer advice to service users, council tenants and people in poverty to improve their financial quality of life and general well-being.

"I can only say the service we had from you has improved our lifestyle immeasurably both in our health and comfort. Thank you."

Extract from Welfare Rights service user feedback form.

The team is responsible for contracts with Denbighshire Citizens Bureaux and Rhyl Benefits Advice Shop who deliver complementary services. This partnership is the first in the UK to track the number of people they bring above UK poverty lines. The team also chairs and convenes Denbighshire's Advice Network which meets every 3 months to share good practice, carry out joint work, training and publicity. I have been particularly pleased to see the work being done to tackle child poverty – as part of the Family First pilot.

Supporting People Team

We have an effective Supporting People Strategy which focuses on developing a range of housing-related support services. These include helping people with budgeting and managing relationships with neighbours. The services increase the number of people who are helped to maintain independent living and prevent demands on statutory services.

We are keen to see these approaches continue to develop in 2011/12 as they are a cost-effective way of providing support. I am concerned that changes to the way Supporting People resources are shared across Wales could have a negative effect on the services we are able to provide.

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Denbighshire's Children and Family Service is committed to improving the life chances of the most vulnerable children, young people and their families in Denbighshire. Our aim is to enable children, young people and their families to live safely in their communities and do well, for example at school, which is what we all want for our children.

Over the past year we have looked at the way in which children's services are planned and delivered. This work took place at a time when there was a noticeable increase in the number of children and young people both entering into care proceedings and/or the looked after system. We have managed to maintain performance standards in most areas and in 2011/12 there will be a focus on sustaining performance and improving quality. We will also be implementing a revised structure for the service.

In 2010/11 we started work on a Families First pilot. This approach involves working closely with Education and Health staff and creating a 'Team Around the Family' approach to service provision. The aim is to tackle the whole family's problems at an earlier stage and to minimise their impact on children.

Whilst we have a range of actions planned for 2011/12, our priorities are:

- ♦ to protect vulnerable children from significant harm;
- ♦ to work with vulnerable families to avoid escalation of difficulties and reduce the risk of family breakdown;
- ♦ to make sure that looked after children have positive placement experiences within permanent, stable, secure and loving families that encourage them to achieve their potential and have a smooth transition into adulthood, and
- ♦ to make sure children with complex additional needs are provided with a range of opportunities to maximise their potential and social inclusion within their family.

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Safeguarding and child protection

One of Social Services' key responsibilities is to protect children from harm and take action to protect any child who is found to have suffered abuse, or whose welfare is likely to suffer without further intervention or services. Our Duty and Assessment Team manage the referral and allocation systems and assesses and investigates where a child may be at risk of harm, abuse or neglect. We try to do this in partnership with families, and wherever possible, keep children in their own homes.

Our performance in undertaking initial and core assessments deteriorated in 2009/10, so in 2010/11 we set up a RAP (Referral and Assessment Project) to review arrangements for the way we deal with enquiries and referrals for Children and Family Services. I am pleased to say this work led to improved performance against key performance indicators at a time of increased activity and service pressures. It also developed clearer transfer arrangements between the Duty and Assessment Team and the longer term operational teams.

Our Safeguarding and Reviewing Unit takes responsibility for managing our child protection processes. We have an excellent record of reviewing cases within timescales, for example 100% of child protection review meetings were carried out within set deadlines this year.

We work with a range of people, including the police, schools and the NHS, to safeguard children and promote their well-being. A good example of this is the Conwy and Denbighshire Local Safeguarding Children Board (LSCB) - a multi agency forum for coordinating how local child protection services are planned, delivered and monitored.

The joint Conwy and Denbighshire LSCB has been in place since May 2008 and makes sure that there is a consistent approach to safeguarding and child protection across all key agencies. This year, the LSCB has delivered 80% of the LSCB Business Plan including introducing a new system to audit the work of all partners against good safeguarding practice. It has also improved its performance against Welsh Government targets. The LSCB training group continues to provide good quality, multi-disciplinary safeguarding training to all agencies working with children across both counties. In 2010/11, there was a particular focus on sexual abuse, neglect, domestic abuse and an overview of child care legislation.

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Families First
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Over the next year, we will continue to work hard to meet the increasing demand on services. We will carry out reviews of child protection activity so that we can continue to improve the quality and timeliness of assessing, planning and reviewing. We will consult with children, young people and their parents who have been through the child protection process and will be taking a keen interest in the results of Families First work – for example, work we are doing to locate vulnerable families.

Children in need and family support

Over recent years, we have invested in a range of family support and therapeutic services. These have helped to avoid family breakdown and supported children and young people who have been abused. We work with Education, Child and Adolescent Mental Health Services (CAMHS), the NHS, the Police and Housing Services. Together, we have been successful in delivering good results for children.

The Duty and Assessment Team (and the Children with Disabilities Team) carry out assessments to determine whether a child is in need and what kind of support will meet their needs.

Where the needs of the family require more long-term support, the Children in Need and Court Team work closely with children and families to address difficulties and make sure that where possible, children can be cared for safely and successfully within their own families and communities.

2010/11 also saw another large rise in the number of children who are the subject of care proceedings through the courts. Working closely with the family and the courts to make sure that these children are safeguarded is demanding for staff engaged in the process.

In 2011/12 we will be reviewing our Family Support Strategy to try and make sure our services better match the needs of families. This should help us reduce the number of children being re-referred or in care proceedings and result in better coordination of effort in supporting families. The Families First pilot is helping us to do this.

We acknowledge the extremely important role that young carers have and understand how demanding this role can be. We identify the needs of young carers through both the Assessment Framework for Children in Need and through detailed young carers assessments.

We work closely with other agencies and providers to make sure that the needs of young carers and their families are met.

The Children and Young People's Partnership multi-agency young carers' strategy was implemented in 2010/11. This has helped to identify and support young carers and raise their profile. We continue to work with schools to monitor and review the attendance and attainment of young carers.

We acknowledge that the quality of care plans varies and that timeliness of reviews of Child in Need cases continues to be a problem. Over the next year, we will improve our assessment, planning and review functions.

"We have all benefited enormously from the input of the TAPP team. It was reassuring to know that [they] were only a phone call away if we needed their help."

Service user feedback.

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Services for children and young people with disabilities

The Children with Disabilities Team provides services to help children minimise the effects of their disability, integrate with their community and maximise opportunities for them to achieve their full potential.

"I attended the Denbighshire family fun day held last Saturday for families with disabled children aged 0-18 years, held at Denbigh Leisure Centre. This event was well attended and it was a pleasure to see the youngsters participate and really enjoy themselves. "

Excerpt from reader's letter published in The Journal, 14 July 2010.

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National trends are likely to increase the profile of disabled children in the population. The demand for services exceeds our resources, which means there is a potential for unmet need. We also face challenges in meeting the needs of some children with highly complex needs. As a result we have a small number of children in specialist placements outside of Denbighshire.

As well as social work support, we offer a wider range of services. These include overnight stays, project work with carers, direct payments and funding for further support for disabled children and parent carers at local day care facilities.

Transition support is a key component of the services provided by the team. This is supported and delivered through the social workers with the close support of a designated transitions co-ordinator. A key focus of supporting young people in transition is to provide effective planning to make sure that their future needs are identified and assessed, and that seamless, appropriate and accessible services are put in place.

There has been a lot of work undertaken in 2010/11 to move towards the development of an integrated service for disabled children based at Hyfrydle in Denbigh. This will enable us to use integrated referral, assessment and care management processes across all partner agencies. This should mean that children and families don't have to tell their story many times over.

The development of the Conwy and Denbighshire Transition Planning Protocol has helped us to improve cross-sector assessment and delivery of services. We expect the Hyfrydle base for services for disabled children to start operating on 2011/12.

Looked after children and care leavers

'Looked after' children are children and young people who are in the care of the local authority because of a care order made by the court or by agreement with their parent(s). The Council acts as a 'corporate parent' to make sure their health and well-being is promoted, that they take full advantage of opportunities and reach their full potential.

We strive to make sure that children and young people have permanent, stable and caring placements that help support their successful transition into adulthood.

In Denbighshire, there are approximately 175 children who are 'looked after', which has increased since 2009/10. We believe the increases are partly because of professionals taking a more cautious approach to managing risk. People are keenly aware of cases of neglect as a result of high profile cases in the national media. This has led to increased pressure on the Children Looked After and Court Teams and on fostering and adoption services. Despite this increase, the service has continued to make sure that looked after children have an allocated social worker, a comprehensive care plan and - where possible and appropriate - are placed with in-house foster care.

In 2010/11 we have continued to build on our work as 'corporate parents' and we offer a good range of services and extracurricular activities. The Education Champions Scheme has grown in strength and continues to see the Corporate Executive Team take proactive and personal interest in improving outcomes for looked after children in Year 11.

I am delighted that school attendance rates for looked after children continue to be positive and there are currently 7 young people who are likely to go on to university in 2011/12.

The Corporate Parenting Team is responsible for providing social work support to all looked after children and care leavers. The team works closely with the Fostering and Adoption Service, carers and partner agencies to make sure that children and young people have quality care and support within appropriate placements.

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As in many other local authorities, there has been an increase in the number of care proceedings. This has put a lot of pressure on the choice of placements for children and supervised contact arrangements.

We have undertaken a review of the Supervised Contact Arrangements to make sure that arrangements are appropriate, sustainable and provide a positive experience for children and their families. This has resulted in more streamlined and co-ordinated contact arrangements.

We keep in touch with young people who have left care. The Southwark Judgment has created additional demand to support young homeless people aged 16 – 17. We have put clear processes and policies in place with the Housing Service to make sure young people have suitable accommodation and support.

Working alongside the Corporate Parenting Team is a dedicated Personal Advisor Service, commissioned from Barnardo's. They work closely with care leavers to help them to achieve their goals, and provide the necessary tools to lead a fulfilling adult life. I am very pleased that as a result of the close relationships between young people, personal advisors and social workers the outcomes for care leavers are positive, with a high proportion of Denbighshire's young people in suitable accommodation and engaged in education, training and employment when they left care.

Fostering and adoption

The recent increase in the number of children coming into care has placed more demands on the Fostering and Adoption Service. Over the past few years, we have steadily increased the number of our foster carers, which has meant we have been better able to match individual children's needs and place them in their home communities. We only have a very small number of children placed outside Denbighshire. We have a very good relationship with our foster carers, providing structured training, supervision and support, which reduces the risk of placement breakdown. The increasing numbers of children and young people becoming looked after will mean a renewed drive on recruiting foster carers.

Providing placements for teenagers and large sibling groups continues to be a big challenge.

The CSSIW annual inspection of both the Fostering and Adoption Services in 2010/11 were very positive with no formal requirements placed on either service.

The North Wales Adoption Service became operational in 2010. This presented some challenges at first as it effectively brought six approaches into one. However, these issues are now resolved. Work continues to establish the service fully and we will be taking special care to support and develop the service in 2011/12.

We have achieved improved levels of placement stability for children. For example, in 2010/11 the % of 'looked after' children who had 3 or more placements in a year reduced to 4.6% from 5.37% in 2009/10, compared with the national average of approximately 9.7%. We recruit, train, supervise and support our foster carers which reduces the risk of placement breakdown. The implementation of both the Placement Strategy and Foster Carer Recruitment Strategy has seen an increase in the recruitment of foster carers. We are delighted that this has enabled us to successfully place children locally in the vast majority of cases.

Fostering Gymraeg

Leadership and culture

Denbighshire's Annual Improvement Report from the Wales Audit Office (January 2011) identified that the Council had made significant progress since a turbulent period in 2007/8. It stated that "good leadership is driving change, making Denbighshire County Council well placed to deliver better outcomes, despite current weaknesses in some arrangements." The key messages from the report were that "the Council's leadership is good and is making a difference. The Council is doing its best to work in partnership with others. It has got better at stating clear priorities and policies and is changing the way that it plans and reports on progress. However, there are weaknesses in how the Council manages its staff but it is working to improve this."

Senior Social Services staff, including the Director, Head of Service and middle managers, have contributed well to the overall life of the Council in 2010/11, leading and supporting corporate programmes of work.

Corporate and political support

Corporate and political support for social services remains consistent and strong.

The Council's corporate priorities, which will be in force until 2012, continue to reflect issues of high significance for Social Services. This is particularly true of the Demographic Change priority. Through the work of the People and Places Board, led by elected members and the Director of Demographics, Wellbeing and Planning (who is the Director of Social Services), we are working to actively promote the independence of older people and make Denbighshire a good place to grow older.

The BIG Plan, Denbighshire's Integrated Community Strategy, Children and Young People's Plan and Health, Social Care and Wellbeing Strategy for 2011/14, also demonstrates well the importance being given across agencies to priority issues for Social Services. Outcomes for older people, vulnerable families, healthy lifestyles and keeping children, young people and vulnerable adults safe account for four out of eight of the key outcome areas in the plan.

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Workforce

A well trained and motivated workforce is at the heart of delivering good social care. We have a committed and dedicated workforce. We work with partner organisations to attract and keep a highly skilled and qualified workforce. We have worked hard to raise the profile of social care and make it a positive career choice for young people and people returning to work, for example through the North Wales “Care Ambassadors” project. In 2010/11 all national prescribed training targets were met. We also substantially reduced reliance on agency staff and now have only a small number of social workers through agency arrangements. We also addressed succession issues relating to our management teams during 2010/11. We had a number of staff approaching retirement but are now successfully making appointments within the new structures.

The Social Care Workforce Development Partnership illustrates a sound collaborative approach to workforce management and development. The partnership has been effective in evaluating and identifying future workforce improvement actions to make sure our future plans are effective. In 2011/12 we will be looking to develop more opportunities to work with our neighbours on joint approaches to training and workforce development.

Sickness absence has continued to reduce in Adult Services, but rose in Children and Family Services in 2010/11. Reducing this will be a key focus in 2011/12.

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Information systems

Effective information systems underpin the delivery of modern social care services. Good IT systems enable us to record information about clients, their needs and the services they receive in one place. This means that information is co-ordinated, supports service delivery and is accessible to those who need to see it.

In 2010/11 we upgraded our IT system (PARIS), which resulted in a 25-30% reduction in the time taken to record assessments for adult services on the computer. Further work is needed in 2011/12 to reduce processes in Children and Family Services and to make sure that there is more close working with other councils that use the same IT system as us.

Performance and quality assurance

We have good processes in place to monitor our performance and the quality of our services and we continue to respond to what people tell us so we can improve services further.

In Social Services we have well established performance and quality management groups. These involve operational managers in evaluating performance, identifying corrective actions and approaches to securing improved performance. This approach has been critical in helping to improve key areas like the timeliness of reviews in Adult Services and the timeliness of initial and core assessments in Children and Family Services.

We have also involved service users and carers in evaluating our services as part of our quality assurance (QA) approach. Whilst we are making good progress, we know that further work is needed in 2011/12 to draw together and further develop the range of initiatives and activities that take place operationally and that we are consistent in following our QA frameworks for our services.

Involving users and carers

Social Services are strongly committed to involving and engaging with service users and carers. We involve them in individual care planning, service development, recruiting staff, and, in some cases, in running services.

The views of older people were proactively sought and helped to inform the new structure and vision for adult social care this year. User and carer feedback also informed an evaluation of the Carer Assessor pilot scheme, and led to continuation of the service for 2011/12. During the Reablement pilot in 2010/11, we sought views of service users to determine the effectiveness of the service and inform the roll out and Moving Forward Strategy.

The involvement and engagement of children and young people and their parents/carers in wider service development is an area for development. We also need to develop the consistency of providing feedback to those who have made a contribution.

In 2011/12 we will be completing a corporate self assessment as part of the Council's strategic response to 'getting closer to the community'. We will be using the outcome of the self assessment to develop an action plan so we can make further improvements to the way we involve people who use our services and carers.

Planning and partnerships

In 2010 the Council set out the principles for how it should work in future with other councils and organisations in a 'Statement on Collaboration'. This places a clear focus on collaboration where it would help to bring about improvement.

The Council is taking a lead role in collaborative and partnership working at all levels. Our Chief Executive has chaired the National Procurement Board and represented Denbighshire in the National Efficiency and Innovation Programme Board and the Front Line Resource Review Working Group. Our Directors contribute to regional programme boards, including one relating to Social Services. These boards report to a Regional Leadership Board which consists of the Leaders and Chief Executives of each North Wales council, the police, the fire service and the Betsi Cadwaladr University Local Health Board (BCU).

For Social Services, collaboration and partnership is helping us to plan and deliver cost effective and better quality services in a range of areas. These include the procurement and monitoring of high-cost residential placements, adoption, and emergency duty services.

Overall we have good working relationships with the BCU. There has been good partnership working in the development of intermediate care and locality working, for example.

During 2011/12 we will be streamlining statutory partnerships across North Wales. Conwy and Denbighshire have already agreed to establish a joint Local Service Board which will provide an umbrella for further social care and health integration.

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Financial stability and resources

Like all other local authorities, we face a very challenging financial situation over the next few years. This means we have to make our services more efficient by working with other organisations and making sure we make the right changes. In Denbighshire, doing all we can to avoid a negative impact on the public has been a key principle. This may mean doing things differently.

There has never been a greater need for organisations to work together to continue to provide high quality services in spite of financial pressures. We will do this in a number of ways, like investing to save, more joint working, and being more efficient in the way we work. The Council developed a medium-term financial plan during 2010/11 which set out how we propose to make savings of approximately £20m over 4 years. Social Services' proposed savings are set out in this and will be consistently tracked and monitored.

Commissioning and contracting

We recognise the importance of working with voluntary organisations and independent providers to deliver the right services at the right price.

We have commissioning strategies which set out our plans for developing services. We developed these with the NHS, education and the voluntary and independent sectors. We also consulted service users to make sure that our plans will deliver the services they need. Where appropriate, we commission services with other organisations, like our Joint Commissioning Panel for Children and Family Services and our Supporting People Planning Group. Over the first 2-3 years, we have been keen to implement our strategies and this is shown in the new services coming through now.

Some of our strategies are coming to an end now, and during 2011 we will review and update our progress in delivering our existing commissioning strategies. We will refresh the relevant action plans to take account of regional commissioning approaches, guidance from the Welsh Government, including the new Carers' Measure, the emerging response to 'Sustainable Social Services', the Welsh Government Social Services policy document, as well as the new financial circumstances.

Feedback can be provided to:

ACRF Feedback
Ty Nant
Prestatyn
LL19 9LG.

You can also call 01824 712900 or email:
ssdcomments@denbighshire.gov.uk to leave feedback.



Fersiwn Gymraeg

Ceri's Family concept and images: © Denbighshire Health, Social Care and Well-Being Unit.

Denbighshire ACRF – Summary Self Assessment 2010/2011

Domain	Assessment		Our response
	Strengths	Challenges	
Access to Services <ul style="list-style-type: none"> • People can find out what help is available, where and how to get it • Services can be accessed by all those who are eligible 	<ul style="list-style-type: none"> • We have a well organised First Contact Team which provides a single point of access for services. Contact arrangements are well publicised • We have a comprehensive range of information for adult's that have been designed with service users and carers. Information about key services for children and families is available. Public information is available in Welsh, English and on line. • People get prompt advice and support including about their eligibility for service. Services such as reablement and assistive technology are provided as universal services • People are signposted to alternative services where appropriate • Multi-agency meetings meet twice a week to consider Contacts relating to children and the most appropriate action • We have multi-agency points of contact including Hafan Lles and Home Enhanced Care Service (HECS) and Response and Rehabilitation Service (RARS) 	<ul style="list-style-type: none"> • We need to improve arrangements for existing clients who want to contact the Department e.g. provide a single point of contact for their case • We need to strengthen our approach to ensuring that there are well targeted, co-ordinated early intervention services for children and families in need • We do not have comprehensive systems to capture the volume of people being signposted, trends in presenting need, the outcomes achieved once signposted 	<p>Roll out multi-agency based locality teams between the NHS and local government, to deliver better joined up services for adults</p> <p>Simplify the pathway for adult social care and embedding the principle of one contact or at least one Team for service users to communicate with</p> <p>Restructure Children's Services and developing Family Support Strategy to enable a greater focus on multi-agency early intervention and integration with Families First and Intensive Family Support Team initiatives</p> <p>Develop an internship opportunity to track and assess the outcomes achieved for people who are signposted by our First Contact Team</p>

Domain	Assessment		Our response
	Strengths	Challenges	
Assessment <ul style="list-style-type: none"> People receive a good and timely assessment of their needs 	<ul style="list-style-type: none"> Most people receive a timely and good quality assessment of their needs There is a multidisciplinary approach to 'unified assessments' available through Hafan Lles, RARS and is being extended through integrated locality offices Risks and safety issues are routinely considered are embedded into assessments People's case records are mostly up to date We are piloting self assessment for the provision of aids and equipment 	<ul style="list-style-type: none"> We need to develop and strengthen the links between assessments and care plans in children's services We need to streamline our processes to enable practitioners to spend more time on direct contact/response 	<p>Streamline and strengthen ICS recording processes as part of our PARIS upgrade</p> <p>Use systems thinking to simplify social work processes to enable a greater proportion of time to be spent with service users</p>
Care management and review <ul style="list-style-type: none"> People have a good up to date care plan describing the services that will be provided to meet their needs 	<ul style="list-style-type: none"> We have good care management and review processes Independent Reviewing Officers are skilled in eliciting young people's views. Reviews involve relevant people We have improved the timeliness of reviews for adult services The timeliness of initial and core assessments have improved and compare well nationally 	<ul style="list-style-type: none"> The quality of care plans can be variable with examples of excellent practice but more work is required to ensure that they are consistently outcome focused We need to improve the timeliness of statutory visits to looked after children 	<p>Fully implement revised QA frameworks which focus on outcomes</p> <p>Production of monthly monitoring reports on statutory visits to provide a focus on performance and to take corrective action if required.</p>
Range of Services Provided <ul style="list-style-type: none"> People can expect to receive services 	<ul style="list-style-type: none"> Our intake model includes a range of services that promote and enable independence including RARS, reablement, assistive technology and the 	<ul style="list-style-type: none"> We have a high level of Care Home placements and need to continue to invest in models of service that promote 	<p>Deliver the 'Responding to Demographic Change' corporate programme which brings a whole council approach to tackling</p>

<p>that meet their assessed needs and keep them safe</p>	<p>provision of equipment</p> <ul style="list-style-type: none"> • We have expanded Extra Care in 10/11 with further expansion in 11/12 • We are developing an ISIL for people with learning disabilities and people with physical disabilities • People's views on gaps in services, and the effectiveness of support, have informed the revised Adults structure • There are a range of intensive interventions and support through TAPP and Supporting People • There is a good range of early intervention services that are being brought together as part of Families First 	<p>independence and offer alternative options e.g. intermediate care and Extra care</p> <ul style="list-style-type: none"> • We need to develop mechanisms to better capture and understand how operational approaches to monitoring services, and involving service users, is resulting in change 	<p>issues key to social services delivery e.g. maintaining older people's independence</p> <p>Undertake a self assessment of how we engage and involve service users and carers and produce an associated development plan</p> <p>To develop more formal feedback mechanisms so that people can see how their contributions have been listened to and actioned.</p>
<p>The Quality of Services Provided</p> <ul style="list-style-type: none"> • Services provide good standards of care, with respect for people's needs and their individual circumstances 	<ul style="list-style-type: none"> • People eligible for social services benefit from services which meet assessed individual needs and which are quality-assured against clear standards • Case file audits form an integral part of quality assurance frameworks • The views of services users have been actively sought following reablement, the provision of equipment and welfare rights advice • Detailed information about the quality of services is captured as part of the Person Centred Planning approach that is used within LD services 	<ul style="list-style-type: none"> • We have systems in place to monitor the quality of our services, but we need to make sure they are applied consistently and focus on results rather than processes • There is scope to improve the linkages between commissioning, contract monitoring and the review of care plans 	<p>Develop our performance management to focus on quality and outcomes and the areas that service users value</p> <p>Implement a system which brings together a range of qualitative information about providers to enhance knowledge management and support the identification and analysis of trends</p>

<p>Arrangements to Protect Vulnerable People</p> <ul style="list-style-type: none"> • People at risk are safeguarded and work across the sector is well co-ordinated 	<ul style="list-style-type: none"> • We work closely with other organisations to provide co-ordinated and effective safeguarding e.g. the work of the LSCB, whole sector training and regional POVA work • Arrangements are in place to review cases and to check that actions specified in POVA minutes have been actioned • Excellent case allocation rates for children on the child protection register • All child protection reviews carried out on time • Comparative data with the rest of Wales shows that there is good awareness of POVA, referral routes and that risk is managed or removed in a high proportion of the cases where POVA investigations or undertaken 	<ul style="list-style-type: none"> • We need to involve service user/carer's to ensure the service is meeting needs of vulnerable adults • Improving the timeliness of child protection conferences following a strategy discussion and • Holding core group meetings within 10 working days of the initial child protection conference 	<p>Carry out service user/carer involvement survey for the POVA service</p> <ul style="list-style-type: none"> • Progress in delivering performance for the timeliness of child protection conferences and core group meetings will be monitored by Children and Families management Team with appropriate action to deliver improvement
<p>Success in Promoting Independence and Social Inclusion</p> <ul style="list-style-type: none"> • People using services are enabled to achieve the best possible social outcomes, in terms of independence, overcoming barriers to inclusion and developing abilities 	<ul style="list-style-type: none"> • Housing wardens are working as part of our reablement ethos • We are developing sheltered housing as community hubs • We are working closely with Leisure services to promote accessibility to activities for older people • We have worked closely with older people to develop our approach and with them developed a range of community initiatives that include Passion for Life, Dignity in Care and tele buddy services • There is a good range of advocacy support • Our welfare rights service has been very 	<ul style="list-style-type: none"> • We need to ensure that early interventions for children and young people are appropriately targeted 	<p>Restructure Children's Services and developing Family Support Strategy to enable a greater focus on multi-agency early intervention and integration with Families First and Intensive Family Support Team initiatives</p> <p>Review and develop a range of existing care services for example day services, work opportunities, and placements for people with disabilities and complex needs. Exploring partnerships with the</p>

	<p>successful in reducing poverty and making sure that people access the benefits they are entitled to</p> <ul style="list-style-type: none"> • 7 looked after children will start university in 2011 • We have good performance in ensuring that we keep in contact with formerly looked after children and that they are appropriately accommodated at the age of 19 • There is good working between social services and Housing to meet the requirements of the Southwark judgement 		<p>third sector and social enterprise providers will be an aspect of this work</p>
<p>Workforce</p> <ul style="list-style-type: none"> • There are sufficient numbers of staff with appropriate qualifications, training experience and skills and there are good retention rates 	<ul style="list-style-type: none"> • There are good retention rates • Work during 2010/11 has substantially reduced reliance on agency staff • National training targets have been met • Development of career pathways for OT's • We addressed succession issues relating to our management Team • We have been nominated for 2 accolades relating to workforce by the Care Council for Wales • Implementation of Single Status 	<ul style="list-style-type: none"> • Attention is needed to reduce sickness absence in Children's services which was 15 days per member of staff in 2010/11 • Neighbouring local authorities are offering higher social work pay scales • Reporting systems that calculate turnover rates need strengthening 	<p>Working in partnership with HR to manage a reduction in the number of days sickness absence in the service. A review and management action plan and service level agreement has been developed to clarify activities, timelines and responsibilities.</p> <p>The issue of social work pay scales is an area that HR are aware of and are presently considering.</p> <p>The calculation of turn over rates via Trent has been highlighted as an issue and we will be working with HR to see if this can be resolved to provide more accurate data.</p>

<p>Performance Management</p> <ul style="list-style-type: none"> • Staff and services meet the standards that have been set for them 	<ul style="list-style-type: none"> • The delivery of reports on performance relating to nationally prescribed indicators and the use of the information to help manage services is well developed • Information about activity at our front door in Children’s services is used regularly to understand progress and performance • Staff have regular supervision and performance appraisal 	<ul style="list-style-type: none"> • Further work is needed to develop a suite of local reports that meet the information needs of operational staff within Adult Services • There is a need to develop our focus on measuring progress through outcomes 	<p>Work with operational staff to identify the local reports they need to support and assist effective management. Translate this into a suite of reports that operational teams can run when they need them.</p> <p>Develop our performance management to focus on quality and outcomes and the areas that service users value</p>
<p>Planning and Partnerships</p> <ul style="list-style-type: none"> • There is positive partnership working to shape the pattern and delivery of services 	<ul style="list-style-type: none"> • The Big Plan has been developed to streamline the Health Social Care and Wellbeing strategy, Children’s Single Plan and community Strategy and into a single integrated plan which provides a clear direction of travel • Partnership forums are well-established for major groups of service users, with work plans delivering measurable change and links to the Local Service Board • Outcomes agreements relate to partnership working through Families First and working with Housing providers to deliver Extra Care • Services including carers emergency card and the investment in carers assessors through the 3rd sector have been developed in response to feedback from carers • There are clear service business plans 	<ul style="list-style-type: none"> • Joint work on prevention initiatives is at varying stages • BCU are looking for consistency across North Wales and single approaches leading to the potential for reduced flexibility to reflect local priorities and differences between communities 	<p>Contribute to delivery of the interagency BIG Plan which includes prevention initiatives and reflects local priorities</p> <p>Ensure regional and sub regional collaboration programmes and projects have the leadership and capacity they need to deliver benefits in a complex partner and governance environment</p>

	<p>that are outcome focussed, identify of priority areas for action and make good use is made of national and local data</p>		
<p>Commissioning and Contracting</p> <ul style="list-style-type: none"> Plans are converted into purchasing intentions so that services are provided by the most appropriate provider and deliver best value 	<ul style="list-style-type: none"> commissioning strategies are in place for most Adult Groups, backed up with action plans and delivery projects we have developed positive business relationships with independent and 3rd sector providers and sustained these through some challenging issues we have regional placement agreements for foster care and work in consortia for adoption services we are using open book accounting for learning disability residential placements and in 11/12 will be leading regional work focussing on high cost low volume placements we are working with independent providers to develop a reablement approach into the services we commission we are working regionally on approaches to standardising approaches to domiciliary care contracts and unit costing we are working closely with Heath in the development of a regional approach to intermediate care in Children's services there are quarterly contract monitoring meetings with providers in Adult Services a Quality Circle draws on the experience and observations of Practitioners 	<ul style="list-style-type: none"> the alignment and role of regional commissioning and projects and local commissioning will need to be solidified as regional approaches develop with other local authorities and BCU a number of our commissioning strategies are running towards the end of their time span there is a need to develop a family support strategy and children and family service commissioning strategy aligned to Families First and the Big Plan 	<p>Delivery of a regional commissioning, procurement and monitoring hub across local government and the NHS- initially for high cost residential and nursing placements but with capacity to develop further implementation of regional contracts for residential and domiciliary care services, as building blocks for further collaborative procurement and contract monitoring</p> <p>Review and update our progress in delivering our existing Commissioning strategies and refresh the relevant action plans</p> <p>Develop a Family Support Strategy to enable a greater focus on multi-agency early intervention and integration with Families First and Intensive Family Support Team initiatives</p>

	<ul style="list-style-type: none"> • CSO's work with Contract Officers to review Community Living Projects • practitioners complete domiciliary /Care Home checklists which are returned to Contracting staff, providers are also required to complete annual monitoring assessments 		
<p>Resources</p> <ul style="list-style-type: none"> • The authority uses money and assets effectively 	<ul style="list-style-type: none"> • Medium Term Financial Plan in place with financial efficiencies identified and agreed • Financial cuts have been approached with minimal impact on front line service delivery • There has been investment in its corporate priorities was - including £250k in the Demographic Change priority and an earmarking of “seedcorn” resources for capital investment in an Extra Care Housing scheme for Denbigh • Processes were developed to engage communities about budget issues through the BIG Debate 	<ul style="list-style-type: none"> • Further savings need to be identified across the Council to deliver the level of cuts required in 2014/15 • Unknown financial pressures from Charging measure through increased demand from self funders • Unknown financial pressures arising from Pembrokeshire judgement • Unknown pressures from unplanned high cost placements for looked after children • The Council manages its funds reasonably well but needs to do more to make sure it plans to get the best use of its funding and the buildings and land it owns 	<p>Deliver the efficiencies identified by services that form part of the authority’s medium term financial plan</p> <p>Develop a regional response to the Pembrokeshire judgement that balances consistency across North Wales whilst reflecting the market and issues in Denbighshire</p> <p>Look to reduce the cost and improve the quality of placements through the work of the regional commissioning, procurement and monitoring hub</p> <p>Explore the potential of mobile/flexible working as part of new locality structure to make the best use of accommodation and practitioner time</p>

<p>Leadership and Culture</p> <ul style="list-style-type: none"> Managers and staff meet their individual and collective responsibility for delivering quality services 	<p>Wales Audit Office identified</p> <ul style="list-style-type: none"> the Council's leadership is good and is making a difference The Council is doing its best to work in partnership with others. It has got better at stating clear priorities and policies and is changing the way that it plans and reports on progress a clear stance and leadership of collaboration initiatives definition of corporate priorities and plans to deliver them There is a positive culture in the organisation which is respectful of mutual roles and of the need for open debate 	<ul style="list-style-type: none"> Improvements to how the Council manages its staff need to be continued Develop clearer accountability and monitoring systems for its "closer to the community" aim To monitor whether it was doing sufficient to address the impact of demographic change. 	<p>Ensure that there is a sustained focus on achieving transformational change which draws on the contribution of staff throughout the organisation</p> <p>Undertake a self assessment of how we engage and involve service users and carers and produce an associated development plan</p> <p>Lead and contribute to the development of outcomes and delivery of associated actions as part of the work of the People and Places Programme Board</p>
<p>Corporate and Political Support and Scrutiny</p> <ul style="list-style-type: none"> The authority as a whole contributes to achieving the legal responsibilities of social services 	<ul style="list-style-type: none"> Excellent relationships between the political leadership and senior officers. Experienced lead members for social services functions continue to play a key role in delivering improvement and shaping development. Consistent with proposals made by the Wales Audit Office the Council has agreed plans to change scrutiny arrangements to ensure a focus on current agendas and to ensure time is given to the matters that are considered the most importance 	<ul style="list-style-type: none"> Embedding new scrutiny system Preparing for the new council 	<p>Review our service business plans with performance scrutiny and identify the information they need to ensure effective scrutiny of performance.</p> <p>To monitor from a service perspective that there is appropriate scrutiny across Social Services functions</p> <p>To develop analysis to support the establishment of new corporate priorities in the new Council from 2012</p>

Report To: CABINET

Date of Meeting: 26th July 2011

Lead Cabinet Member: Councillor Julian Thompson-Hill

Lead Officer: Paul McGrady, Acting Head of Finance & Assets

Title: Finance Report

1 What is the report about?

The report gives the latest forecast position for the council's revenue budget and performance against the budget strategy for 2011/12 as defined in the Medium Term Financial Plan. The report also gives a summary update of the Capital Plan and of the Housing Revenue Account and Housing Capital Plan.

2 What is the reason for making this report?

The report advises members of the latest financial forecasts in order to deliver the agreed budget strategy for 2011/12.

3 What are the Recommendations?

That members note the latest financial position and progress against the agreed budget strategy.

4 Report details

The revenue budget forecast is presented as Appendix 1 and continues to show a small overspend of £50k, which is as a result of cost pressures in Housing (homelessness budgets). At this stage in the year, all other services are forecast to be on budget. Further details of departmental budget performance are shown below. The Housing Revenue Account summary position is also included in Appendix 1 for information but this is a separate fund and not part of the council's revenue budget.

Appendix 2 to this report gives an update showing progress against the agreed savings and pressures agreed as part of the 2011/12 budget setting process. In total, net savings of £6.359m were agreed and so far, £5.050m (79%) have been achieved. The remaining £1.309m (21%) are still in progress but thought to be achievable at this stage. If agreed savings are not achievable, these will be flagged up and departments will be expected to offer alternative proposals. At this point however, there is no deviation from the agreed savings plan. A portfolio of evidence is being collected to demonstrate that the savings agreed as part of the service challenge process are those actually delivered.

As a detailed capital report is a separate item on this month's agenda, there are no capital appendices with this report. The agreed plan for the year totals £43m and so far, £4.7m has been spent.

5 How does the decision contribute to the Corporate Priorities?

Effective management of the council's revenue and capital budgets and delivery of the agreed budget strategy underpins activity in all areas, including corporate priorities.

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

This section of the report is used to highlight any key variances from budget or savings targets, risks or potential additional savings that may arise throughout the year and to give a more general update on the Capital Plan and the Housing Revenue Account.

Revenue Budget - The revenue budget forecast to the end of June shows a projected budget pressure of £50k, which relates to **Housing Services**. There has been a budget pressure of approximately £50k within the service since last year, caused primarily by a legislative change and loss of grant. While a pressure is currently reported, it is hoped that action taken throughout the year will reduce the pressure and achieve a balanced budget. The final position for council funded housing services last year was an over spend of £18k.

Within **Highways & Infrastructure**, a one-off transfer of £250k has been made to corporate budgets in 2011/12 to recognise the impact of external grants awarded late in 2010/11. In addition, although in recent years there have been large under spends on the Public/School Transport and Major Projects budgets (£260k in 2010/11), at this stage the department reports that such under spends will not recur in the current year.

Presently there is some pressure on the Building and Development Control income streams within **Regeneration, Planning & Public Protection**, but this is being offset by savings on the staffing and professional fees budgets across the department.

Adult Services budgets are shown as balanced but assume that £231k of Supporting People grant will be used to fund pressures within the year. This was part of the strategy agreed at the service challenge in 2010 to manage in-year cost pressures. The budgets within Adults are being reviewed as a consequence of the recent management restructure which introduced locality budgets and as part of this, more detailed analysis of likely demand and cost is being completed. For example, to monitor the impact of the Fairer Charging initiative (capping non-residential charges at £50 per week) and the impact of the investment in re-ablement services, etc.

Leisure, Libraries & Community Development are having to find considerable savings as part of the 2011/12 budget process in addition to budget pressures inherited from recently transferred services, namely Llangollen and Rhyl Pavillions. Both have carried deficits in recent years (£110k in total in 2010/11) and the department is implementing proposals to try to ensure where possible, these budgets are on target this year.

The **Strategic HR** budget is forecast to be on target and assumes that the savings attributable to the newly implemented restructure of the department will be achieved.

Environment Services budgets are forecast to be on target but may improve during the year as the new waste disposal contract takes effect. The department has one-off costs to fund as part of a restructuring exercise that was agreed at the service challenge but could achieve a surplus once the full impact of the restructure is clear.

Capital Plan – A separate report is being presented to Cabinet this month.

The Housing Revenue Account (HRA) – The HRA is forecast to achieve a planned in-year deficit of £1.058m, this forecast deficit has increased by £33k from last month due to a higher number of void properties, resulting in reduced rent income. The in-year deficit arises as £1.3m of revenue budget is to be used to fund capital expenditure as part of the agreed Housing Stock Business Plan for 2011/12. The Business Plan remains viable. The Housing Capital Plan is forecast to be under spent by £482k compared to the budgeted estimate of £5.969m for the year. This is due to the delay in the commencement of a contract for major improvements.

A summary of the latest HRA position is shown in the table below. A more detailed appendix will be presented to cabinet every quarter going forward.

Housing Revenue Account & Capital Plan Summary:

<u>HRA Summary 2011/12</u>	
Expenditure	£'000
Housing Management & Maintenance	5,232
Capital Charges	2,640
Subsidy	3,079
Provision for Bad Debts	26
Revenue Contribution to Capital	1,341
Total Expenditure	12,318
Income	
Rents	11,101
Garages	150
Interest	9
Total Income	11,260
In Year Deficit	1,058
HRA Balance Carried Forward	951

HRA Capital Plan	£,000
Planned Expenditure	5,487
Funded By:	
Major Repairs Allowance	2,400
Revenue Contribution	1,341
Capital Receipts	16
Borrowing	1,730
Total	5,487

7 What consultations have been carried out?

The revenue budget was recommended by cabinet and agreed formally by council after an extensive round of service challenges. The capital plan was approved by council following scrutiny by the Capital & Assets Strategy Group and recommendation by cabinet. The Housing Revenue Account has been approved following consultation with elected members and tenant federation representatives.

8 Chief Finance Officer Statement

It is crucial that the agreed financial plan for the year is delivered and so any additional cost pressures or savings that may not be achieved must be reported early and corrective action taken. The current round of service challenges have so far been very positive and have given assurance that this year's targets ought to be achieved. It is a significant achievement to have already delivered over three-quarters of the savings target for the year. Those savings that are in-progress will be reviewed over the coming weeks to ensure all remain achievable in the current year.

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

This is the most challenging financial period the council has faced and failure to deliver the agreed budget strategy will put further pressure on services in the current and future financial years. Effective budget monitoring and control and early reporting of variances will help ensure that the financial strategy is achieved.

Specific risks are apparent when dealing with capital projects and can include expenditure or time overruns, funding issues and other non-financial considerations. A robust approval mechanism and close financial monitoring and reporting, along with effective project management procedures, help to minimise these risks.

The HRA is undertaking a considerable capital investment to improve the housing stock and using borrowing and grants to fund the works. Any borrowing must be affordable and the regular monitoring and annual approval and viability assessment of the Housing Stock Business Plan ensures that this is so.

10 Power to make the Decision

Local authorities are required under Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs.

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET MONITORING REPORT 2011/12

	Budget			Projected Outturn			Variance			Variance Previous Report £'000	
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		%
Business Planning & Performance	2,761	-1,867	894	2,761	-1,867	894	0	0	0	0.00%	0
Corporate Governance	2,111	-541	1,570	2,111	-541	1,570	0	0	0	0.00%	0
Finance & Assets	14,605	-7,384	7,221	14,553	-7,332	7,221	-52	52	0	0.00%	0
Highways & Infrastructure	19,728	-9,038	10,690	19,728	-9,038	10,690	0	0	0	0.00%	0
Regeneration, Planning & Public Protection	5,507	-1,987	3,520	5,402	-1,882	3,520	-105	105	0	0.00%	0
Adult & Business Services	46,022	-14,273	31,749	46,494	-14,745	31,749	472	-472	0	0.00%	0
Children & Family Services	9,476	-666	8,810	9,476	-666	8,810	0	0	0	0.00%	-1
Housing Services	1,899	-1,528	371	1,657	-1,236	421	-242	292	50	13.48%	52
Leisure, Libraries & Community Development	10,410	-4,862	5,548	10,343	-4,795	5,548	-67	67	0	0.00%	0
Strategic HR	1,613	-370	1,243	1,613	-370	1,243	0	0	0	0.00%	0
Customer Services	3,576	-838	2,738	3,576	-838	2,738	0	0	0	0.00%	0
Environment	19,545	-7,490	12,055	19,545	-7,490	12,055	0	0	0	0.00%	0
Modernising Education	1,302	0	1,302	1,302	0	1,302	0	0	0	0.00%	0
School Improvement & Inclusion	7,342	-2,812	4,530	7,342	-2,812	4,530	0	0	0	0.00%	0
Total Services	145,897	-53,656	92,241	145,903	-53,612	92,291	6	44	50	0.05%	51
Corporate	44,310	-37,058	7,252	44,310	-37,058	7,252	0	0	0	0.00%	0
Precepts & Levies	4,549	0	4,549	4,549	0	4,549	0	0	0	0.00%	0
Capital Financing	12,104	0	12,104	12,104	0	12,104	0	0	0	0.00%	0
Total Corporate	60,963	-37,058	23,905	60,963	-37,058	23,905	0	0	0	0.00%	0
Council Services & Corporate Budget	206,860	-90,714	116,146	206,866	-90,670	116,196	6	44	50	0.04%	51
Schools	65,845	-6,846	58,999	65,845	-6,846	58,999	0	0	0	0.00%	0
Total Council Budget	272,705	-97,560	175,145	272,711	-97,516	175,195	6	44	50	0.03%	51
Housing Revenue Account	12,327	-11,302	1,025	12,318	-11,260	1,058	-9	42	33	3.22%	0

Medium Term Financial Plan Update 2011/12

<u>Ref</u>	<u>Action</u>	<u>Status</u>	<u>Saving</u> <u>£'000</u>	<u>Total</u> <u>£'000</u>
<u>General</u>				
A1	Workforce Budget Reduction 1%	In Progress	125	
A4	Reduce staff advertising	In Progress	150	
A5	Procurement savings	In Progress	200	
A7	Costs of Democracy	Achieved	25	
A8	Review of Senior Management & Exec PAs	Achieved	365	
A9	Reduce budget for Major Events	Achieved	40	
DS1	Reduction in School Roles	Achieved	340	
DS2	Removal of Unused School Pay Budget Provision	Achieved	620	
G1	Removal of one-off Budget 2010/11	Achieved	2,185	4,050
<u>Asset Review</u>				
B1	Office accommodation	In Progress	80	80
<u>Support Services Review</u>				
C1	HR review	Achieved	50	
C12	Insurance Tender	Achieved	50	
C2	Property services - phase 1	In Progress	100	
C3	Legal services - phase 1	In Progress	42	
C4	Democratic support	Achieved	52	
C5	ICT/IM	In Progress	145	
C6	ICT/IM	In Progress	126	
C7	Finance - Financial Management	Achieved	70	635
<u>Service Challenges</u>				
<u>Leisure, Libraries & Community Development</u>				
Da1	Leisure services- Management System	Achieved	40	
Da2	Back office co-located with Youth	Achieved	20	
Da5	Remove subsidy by increasing income	Achieved	50	
Dk2	Merger of N Wales Bibliographic Services	Achieved	20	
Dk3	Running Costs / Income	Achieved	27	
Dk4	Family Info and Archives review	Achieved	35	
Dk5	Review of housesbound service	In Progress	10	202
<u>Environmental Services</u>				
Db11	Outsource Propogation	Achieved	30	
Db13	Cemetaries charging -	Achieved	34	
Db16	Countryside staff reduction	Achieved	24	
Db17	Tourism Service Redesign	In Progress	20	
Db18	Regeneration Service Redesign	In Progress	23	
Db2	Renegotiate recyclate and disposal contracts	Achieved	220	
Db5	Regional Waste Project Procurement Budget	Achieved	94	
Db8	Reduce Overtime (Street Cleansing)	In Progress	20	
Db9	Fleet Efficiency	Achieved	50	
Db1/12	Other	Achieved	26	
Db14	WAG Waste Target Pressures	Achieved	-247	
Db15	Free School Meals Cost Pressures	Achieved	-130	164
<u>Planning, Regeneration & Regulatory Services</u>				
Dc1	Review of Regeneration	In Progress	40	
EC21	Review Pest Control	In Progress	30	
EC22	Review Development Control	In Progress	20	
EC25	Review of CCTV service	Achieved	20	
EC26	Review of Pollution Control	Achieved	30	
EC27	Review of Trading Standards	Achieved	60	200
		<u>Status</u>	<u>Saving</u> <u>£,000</u>	<u>Total</u> <u>£'000</u>

Highways & Infrastructure				
Dd1	Road Safety	Achieved	45	
EC11	Street Lighting	In Progress	75	
EC14	Street Works	Achieved	20	
EC16	Winter Maintenance	In Progress	10	150
Adult & Business Services				
Df1	Cefndy Healthcare	Achieved	60	
Df10	Restructure part of service	Achieved	53	
Df16	Administration Rationalisation	Achieved	47	
Df17	Systems Thinking and Vacancy Control	Achieved	40	
Df19	Workforce Development Review	Achieved	30	
Df6	Day care - review and rationalise	In Progress	60	
Df8	Impact of investment in reablement	In Progress	75	
Df9	Residential Care - Impact of Extra Care	In Progress	60	
Df99	Compensating savings within the services	In Progress	566	
Df5,12-15	Other	In Progress	51	
P1/4/6	Loss of Grant	In Progress	-294	
P2/3/5	Demographic Change	In Progress	-272	476
School Improvement & Inclusion				
Dh1	Service Restructure	Achieved	261	261
Children & Family Services				
Dj1	Management Changes	Achieved	105	
Dj10	TAPP Team change in funding	Achieved	93	
Dj3/6/9/13	Other Savings	Achieved	56	
Dj5	Re-shaping Suoervised Contact Service	In Progress	33	
Dj2	Admin Rationalisation	Achieved	40	
Dj20	Legislative	In Progress	-14	
Dj16/17	Social Worker & Staffing Pressures	In Progress	-117	
Dj18	In-house Fostering	In Progress	-62	
Dj19	Direct Payments	In Progress	-24	110
Housing Services				
Dz1	Various small savings	In Progress	31	31
Total Savings 2011/12				6,359
Summary:			£'000	%
Savings Achieved			5,050	79
Savings In Progress			1,309	21
Savings Not Achieved			0	0
Total			6,359	

CABINET: FORWARD WORK PROGRAMME

6 SEPTEMBER 2011	
Finance Report 2011 -2012 (OR on 27.09.2011)	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
Application for an Option to purchase DCC land in Rhyl on Quay Street and Wellington Road for incorporation into the Ocean Plaza Development	Councillor P J Marfleet C Davies / K Bowler
Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys
HR / People Strategy	Councillor P J Marfleet L Atkin
Rhyl Going Forward Delivery Plan	Councillor D A J Thomas T Booty
Healthy Living Centre	Councillor P J Marfleet J Groves
Recommendations from Scrutiny Committees	Scrutiny Officers
27 SEPTEMBER 2011	
Finance Report 2011 -2012 (OR on 06.09.2011)	Councillor J Thompson Hill P McGrady
Proposed Joint Conwy & Denbighshire Adoption Panel	Councillor M M Jones Julie Moss, Corporate Parenting
Regional Social Services Project	Councillor P A Dobb S Ellis
Regional Support Services Project	Councillor P J Marfleet B E Jones
Regional Education Project	Councillor E W Williams H Williams
Edeyrnion Education Review	Councillor E W Williams H Williams / J Walley
Regional Collaboration Boards	Councillor H H Evans P McGrady
Procurement Review Business Case: Fleet	Councillor J Thompson Hill P McGrady
Phase II Construction of the Foryd Harbour Walking and Cycling Bridge	Councillor S Frobisher / Councillor D A J Thomas S Davies / Bob Humphreys
New Work Connections: Training and Education - Procurement of accredited training courses across the project – up to 1620 people could be involved in the training e.g. a one day confidence building course or an NVQ Level 4 course.	Councillor P A Dobb Gwynfor Griffiths / Carina Edwards 708307
Regional Commissioning Hub – Outline Business Case	Councillor P A Dobb S Ellis
Village Green Applications - land known as "The Park" off Ffordd Elan, Rhyl	Councillor S Frobisher S Cordiner
Recommendations from Scrutiny Committees	Scrutiny Officers

25 OCTOBER 2011	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Capital Plan 2011-2012	Councillor J Thompson Hill P McGrady
Scala Cinema and Arts Centre: Update	Councillor P A Dobb P McGrady
Future Shape of Local Authority Services – Compact between Local Authorities and the Welsh Government	Councillor H H Evans Chief Executive
Transfer of Town Halls	Councillor P J Marfleet J Groves
Recommendations from Scrutiny Committees	Scrutiny Officers
22 NOVEMBER 2011	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Community Capital Grants	Councillor D A J Thomas M Dixon / Brian Evans
Supporting People Strategy Update and Operational Plan 2012-13	Councillor P A Dobb Gary Major
Denbigh Town Plan	Councillor D A J Thomas M Dixon
Recommendations from Scrutiny Committees	Scrutiny Officers
13 DECEMBER 2011	
Finance 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
Ruthin Town Plan	Councillor D A J Thomas M Dixon
Recommendations from Scrutiny Committees	Scrutiny Officers
24 JANUARY 2012	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Corwen Town Plan	Councillor D A J Thomas M Dixon
Prestatyn Town Plan	Councillor D A J Thomas M Dixon
Recommendations from Scrutiny Committees	Scrutiny Officers
21 FEBRUARY 2012	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady

Rhuddlan Town Plan	Councillor D A J Thomas M Dixon
St Asaph Town Plan	Councillor D A J Thomas
Recommendations from Scrutiny Committees	Scrutiny Officers
20 MARCH 2012	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Corwen Town Plan	Councillor D A J Thomas M Dixon
Llangollen Town Plan	Councillor D A J Thomas M Dixon
Recommendations from Scrutiny Committees	Scrutiny Officers

Report To: CABINET

Date of Meeting: 26th JULY 2011

Lead Member / Officer: COUNCILLOR P MARFLEET

Report Author: JANE KENNEDY

Title: Replacement of Facilities Management Services Provider

1. What is the report about?

To complete the long term Facilities Management Services at County Hall, Ruthin

2. What is the reason for making this report?

To seek approval to enter into a Supplementary Agreement with Neptune relating to Serviced Civic Facilities in County Hall, Ruthin.

3. What are the Recommendations?

That Cabinet:

- (i) consent to allow Neptune to enter into a Replacement Services Sub-Contract with Grosvenor Facilities Management Ltd (GFM) and
- (ii) to agree that the Council enter into a Supplemental Agreement with Neptune relating to Serviced Civic Facilities in County Hall, Ruthin
- (iii) to note the adjustment of the element of the unitary charge that relates to the cost of consumption of utilities at County Hall, Ruthin.

4. Report details.

- 4.1 In 2002 the Council and Neptune entered into an Agreement relating to the design, construction, financing and operation civic facilities at Ruthin pursuant to a Private Finance Initiative ("the Project").
- 4.2 Neptune eventually entered into a Services sub-contract with Operon to provide services under the Original Services Sub-Contract.
- 4.3 An Administrator was appointed in respect of Operon under the Insolvency Act 1986 and Operon subsequently ceased to provide service. As a result of this, Neptune terminated the Original Services Sub-Contract.

- 4.4 Following negotiations it was agreed that GFM would enter into an agreement with Neptune whereby GFM would agree on an interim basis to perform the duties and obligations of the Service Supplier in connection with the Project.
- 4.5 Neptune now intend to appoint GFM on a permanent basis and has requested the consent of the Council in that regard.
- 4.6 At the same time, the Council and Neptune have agreed to adjust the element of the unitary charge that relates to the cost of consumption of utilities at County Hall, Ruthin.

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

N/A

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

There will be an increase of the element of the unitary charge that relates to the consumption of utilities.

7. What consultations have been carried out?

Consultation with Council's Management Accountant who has negotiated the elements of the unitary charge that relates to the cost of consumption of utilities to County Hall, Ruthin.

8. Chief Finance Officer Statement

Any additional costs should be absorbed within existing funding. If an on-going cost pressure arises as a result of the change it will have to be considered in future budget rounds.

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

If the Council do not consent, there will be no company performing the duties and obligations of the Service Supplier on a permanent basis.

10. Power to make the Decision

Local Government Act 2000.