

**CABINET**

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Thursday, 24 November 2011 at 10.00 am.

**PRESENT**

Councillors: P.A. Dobb, Lead Member for Health, Social Care and Wellbeing; H.H. Evans, Leader; S. Frobisher, Lead Member for Environment and Sustainable Development; M.M. Jones, Lead Member for Welsh Language, Children, Young People and Leisure; P.J. Marfleet, Lead Member for Modernising the Council; D.A.J. Thomas, Lead Member for Regeneration and Tourism, J. Thompson-Hill, Lead Member for Finance and Efficiency and E.W. Williams, Lead Member for Education

**Observers:** Councillors J.R. Bartley; W.L. Cowie, M.L.I. Davies, G.C. Evans and G.M. Kensler

**ALSO PRESENT**

Chief Executive (MM); Corporate Directors: Learning & Communities (HW); Demographics, Wellbeing & Planning (SE), and Business Transformation & Regeneration (BJ); Head of Legal and Democratic Services (RGW); Rhyl Going Forward Programme Manager (TB); Housing and Area Renewal Manager (GR) and Committee Administrator (KEJ)

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**POINTS OF NOTICE**

- Councillor M.M. Jones reported upon the success of the Wales Young Farmers Eisteddfod held on 19 November 2011 at Rhyl Pavilion Theatre and paid tribute to all those involved. A special mention was made to Robert Arwyn Jones who had composed a song in honour of the occasion. Councillor M.L. Davies congratulated all the compères involved in the event. The Leader added that he had spent a very enjoyable evening at the Eisteddfod but had been disappointed to note the number of visitors staying outside Denbighshire and felt there may be lessons to learn for the future. Councillor W.L. Cowie explained that he had been unable to attend the event in his capacity as Chair of the Council due to ill health.
- the Leader referred to the successful joint Informal Council meeting with Conwy County Borough Council which had been well attended resulting in a good debate. A further meeting would be arranged following election of the new Council in May 2012

**1 APOLOGIES**

There were no apologies.

## **2 DECLARATION OF INTERESTS**

No declaration of personal or prejudicial interest had been raised.

## **3 URGENT MATTERS**

No urgent matters had been raised.

## **4 MINUTES**

The minutes of the Cabinet meeting held on 25 October 2011 were submitted.

***RESOLVED** that the minutes of the meeting held on 25 October 2011 be approved as a correct record and signed by the Leader.*

## **5 APPLICATIONS TO REGISTER LAND KNOWN AS THE PARK, OFF FFORDD ELAN, RHYL AS A VILLAGE GREEN**

The Head of Legal and Democratic Services reported that this item had been deferred as it was technically a matter for full Council to determine.

## **6 RHYL GOING FORWARD DELIVERY PLAN**

Councillor D.A.J. Thomas presented the report requesting Cabinet adopt the Rhyl Going Forward Delivery Plan as the regeneration strategy for Rhyl. Changes to the Delivery Plan (Appendix 1); Survey Results on the draft Plan (Appendix 2) together with the Delivery Plan (Appendix 3) had been attached to the report.

Councillor Thomas explained that the Delivery Plan detailed the strategy and constituent projects and activity for the regeneration of Rhyl over the next 3 to 5 years and highlighted four key areas for action (1) West Rhyl Regeneration Area, (2) Tourism & the Coastal Strip, (3) Retail & the Town Centre, and (4) Housing & Neighbourhoods. The Plan had been subject to extensive consultation and had been amended to reflect some of the key issues identified. He added that for the first time the Council had a document that provided a clear vision for the town and a mechanism to deliver it. This was vitally important for the credibility of Denbighshire and the Council's ability to deliver the required change. Members noted the intention to revise the Plan on an annual basis in order to reflect current need and opportunity.

The Rhyl Going Forward Programme Manager (RGFM) delivered a presentation to Cabinet on the overall future vision for Rhyl regeneration. The presentation was based on a 3D computer model highlighting specific development opportunities which would be used to engage the Council's partners and investor interest. The RGEW confirmed that there was already developer interest in particular activities and he was confident that some positive deals would be secured following discussions with them. In concluding, Councillor Thomas advised that the Delivery Plan contained a mix of funded and unfunded projects and activities and would serve as a key document to secure the additional external funding required to deliver some of the unfunded projects. He highlighted the benefits of that approach

with this week's announcement of an additional £10m to address the housing issues in West Rhyl and create a new green space. Finally reference was made to the risks involved but Councillor Thomas was confident that adequate provision had been made to manage those risks effectively.

During consideration of the report and Delivery Plan members were supportive of a clear vision and coordinated approach for the regeneration of Rhyl which they felt would benefit the whole of Denbighshire and North Wales and were heartened to hear of the additional £10m investment to address housing issues and the interest received so far from potential investors in the area. Members also paid tribute to the hard work of the Rhyl Going Forward Team. However, some concerns were raised regarding various aspects of the Plan, particularly in terms of the lack of funding secured to progress particular projects and activities together with appropriate timescales for delivery leading to a risk of raised expectations. It was felt that there needed to be a clear commitment within the Delivery Plan to improve the deprivation status of Rhyl wards and a final delivery outcome for the future of Rhyl. Reference was also made to the importance of education which should be embedded within the Plan and ensuring an appropriate skills mix of local people to take advantage of any employment opportunities arising from future developments. Members were pleased to note the proposals for the Denbighshire Supported Living Strategy for particular residents of West Rhyl but sought assurances regarding the careful management of the relocation and resettlement process.

Councillor Thomas and the officers responded to members' questions and concerns as follows –

- elaborated upon the Finance Minister's announcement on the funding allocation of £10m to address housing issues in West Rhyl and an allocation of £5m on empty homes. It was not clear at this stage whether the Council or Housing Associations would be the recipient and a Project Planning Day would be held shortly to consider project management arrangements
- provided assurances regarding the careful management of the Relocation and Resettlement Strategy to enable service users to move on to appropriate, affordable, good quality accommodation in an area of their choice within the county. The vast majority of residents wished to remain in the Rhyl area with little migration to other areas
- confirmed that the risk of raised expectations had been identified within the report which would be managed through regular communication of progress. Securing interest from the private sector would be vital in delivering the Plan with the Council needing to use the value of current land ownership to appeal to the private sector as public funding would be tight. However with the announcement of an additional £10m for West Rhyl housing a total of £28m capital public funding had been allocated to Rhyl which should improve confidence in the public sector. There were also opportunities to generate European funding
- confirmed the removal of the WIMD targets in the Plan which would be replaced by a more flexible set of indicators to gauge the effectiveness of interventions and guide future development of the strategy. The Welsh Government would not have allocated an extra £10m for housing if they did not consider the activity proposed would impact on that position

- in terms of Tourism it was clear that the outcome would be further development of a family market and the traditional seaside experience
- more work was required in the area of Retail and Town Centre regeneration with all town centres facing major challenges and work was ongoing with partners to address that. However it was pleasing to note that a major outlet and three local business had recently been set up in the town
- the fundamental importance of education had been recognised and work had been ongoing with the Modernising Education team in that regard. Work was also ongoing to ensure education aspects were built into economic requirements so that local people had the necessary skills mix required for future employment opportunities
- work was also ongoing to address the new crossing of the main line railway and various options were being considered in order to ensure the most appropriate solution for the area.

In moving his recommendation, Councillor Thomas felt it was important that the appropriate scrutiny committee and Cabinet received regular updates on the future delivery of the Plan.

***RESOLVED*** that Cabinet adopt the Rhyl Going Forward Delivery Plan as the regeneration strategy for Rhyl.

## **7 RENEWAL AREA STATUS - SOUTH WEST / EAST RHYL RENEWAL AREA PHASE 2**

Councillor D.A.J. Thomas presented the report requesting Cabinet support the declaration of the Rhyl South West/East Renewal Area – Phase 2 prior to the submission of the Neighbourhood Renewal Assessment to the Welsh Government. A Boundary of the proposed Renewal Area (Appendix 1) had been attached to the report.

The South West and East Rhyl Renewal Area declared in 2001 with a 10 year lifespan had expired and it was now intended to declare a Phase 2 Renewal Area. Details of the significant investment and improvements in the renewal area over the last 10 years had been provided but it had not been possible to tackle all of the work required. Renewal Area status enabled the Council to submit bids to the Welsh Government for specific capital grant funding. A Neighbourhood Renewal Assessment had been carried out in order to set out the case for renewal area declaration and a brief resume of the findings had been included within the report. The Housing and Area Renewal Manager added that the Phase 2 Renewal Area was a project within the draft Rhyl Going Forward Strategy and would alleviate concerns regarding the displacement of supported living service users. The status would also allow the Council to access funding from other sources enabling the redeployment of people into quality accommodation.

***RESOLVED*** that Cabinet support the declaration of Renewal Area status for South West/East Rhyl Renewal Area Phase 2 as detailed within the report.

## 8 FINANCE REPORT

Councillor J. Thompson-Hill presented the report detailing the latest financial position and progress against the agreed budget strategy and seeking Cabinet's approval of the projects recommended by the Strategic Investment Group. The report also included an update of the Capital Plan, the Housing Revenue Account and the Housing Capital Plan.

Councillor Thompson-Hill provided a summary of the Council's financial position as at the end of October 2011 which included reference to –

- the overall forecast position for the revenue budget and performance against the budget strategy for 2011/12 – currently forecasting an underspend of £483k on council services and an overspend of £446k on schools. Performance Scrutiny Committee had highlighted the schools overspend as an issue for consideration at their meeting on 12 January
- the key variances from budgets or savings targets, risks or potential additional savings and details of individual service budget reviews were highlighted
- four projects recommended for Cabinet approval by the Strategic Investment Group which had been detailed within the report
- progress against the agreed savings and pressures as part of the 2011/12 budget setting process – currently 95% of total net savings had been agreed (£6.027m against £6.359m); a further 4% (£0.272m) of savings still in progress or being reviewed, and details of the remaining 1% savings and likelihood of meeting those targets
- a general update on the Capital Plan, Housing Revenue Account and Major Capital Projects.

Councillor E.W. Williams noted the report to Performance Scrutiny Committee on schools budgets and referred to the hard work being carried out in schools. He highlighted the need for a clear and accurate report to be produced to ensure the issues were correctly interpreted. In response to a question from the Leader regarding the North and Mid Wales Specialist European Team scheme, Councillor Thompson-Hill advised that Denbighshire would be taking the specialist European Team role for Wrexham and Flintshire authorities. Denbighshire was the only one of the three authorities situated within the European Convergence Programme area. Councillor M.LI. Davies queried why the Environment Agency had not been contacted sooner regarding consent for the Foryd Road Bridge works and Councillor S. Frobisher expressed her disappointment regarding the delay in receiving that consent.

**RESOLVED** that Cabinet –

- notes the latest financial position and progress against the agreed budget strategy, and*
- approves the projects recommended by the Strategic Investment Group as follows (1) Improvement works to Lon Parcwr Depot, Ruthin, (2) North Wales Cycling Centre of Excellence, (3) Foryd Road Bridge, and (4) North and Mid Wales Specialist European Team.*

## 9 CABINET FORWARD WORK PROGRAMME

Councillor H.H. Evans presented the Cabinet Forward Work Programme for consideration and members noted a number of amendments as follows –

- a routine report on HR would not be presented to Cabinet on 13 December but a report would be presented on the People Strategy which would include reference to absence management
- a report on Prestatyn Library would be presented to Cabinet on 24 January

At the Leader's request the Head of Legal and Democratic Services (H:L&DS) clarified the dates of the forthcoming Informal Council and full Council meetings. Due to a number of items requiring formal consideration the H:L&DS agreed to arrange an additional full Council meeting in January 2012.

**RESOLVED** that Cabinet's amended Forward Work Programme be noted.

## EXCLUSION OF PRESS AND PUBLIC

**RESOLVED** that under Section 100A 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 it involved the likely disclosure of exempt information as defined in Paragraphs 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

## 10 RUTHIN - TREM CLWYD: TO APPROVE THE DISPOSAL OF THE PROPERTY INCLUDING BUILDINGS AND LAND

Councillor P.J. Marfleet presented the confidential report seeking members' approval of the disposal of the Trem Clwyd, Ruthin property including buildings and land comprising purpose built office accommodation of approximately 1,165 sq metres on a site including parking and landscaping of 0.46 hectares (1.136 acres).

Vacant possession of the property was gained on 8 October 2011 and members were advised that all potential options for the site had been considered leading up to the recommendation for disposal or letting if disposal proved difficult. The Asset Management Group had approved the recommendation to declare the property surplus to the Corporate Portfolio with a view to marketing the site for disposal of the Council's leasehold/freehold interest. It was proposed that the site was marketed for disposal with the option of letting on commercial terms if the disposal option was prolonged. Councillor Marfleet also reported upon the success of the Office Accommodation Review and the smooth transition of relocating staff from Trem Clwyd with many examples of good practice across a number of service departments.

Councillor Dobb expressed some initial reservations regarding the disposal and sought assurances that consultation had taken place with service departments, particularly Social Services about whether additional provision was required for extra care or sheltered accommodation in Ruthin. She also queried whether a detailed cost analysis of the office move had been undertaken. Councillor Marfleet

reported upon the extensive consultation process during which Social Services had not disclosed an interest in the building and the limited future options available for the site as purpose built offices. He confirmed he could arrange for detailed costing of the office move to be provided. Members considered the merits of the site's disposal and reference was also made to the circumstances surrounding the initial acquisition of the site. Cabinet also discussed accommodation issues at County Hall and the PFI element.

**RESOLVED** that Cabinet –

- (a) *approves the disposal of the property as being surplus to the requirements of the Council and that it be sold on the open market, and*
- (b) *if the property proved difficult to dispose of by sale then the Council to be willing to grant leases on standard commercial terms to suitable tenants. In the event that a letting or lettings are completed to obtain a further approval prior to any disposal of the building that would by then be subject to any leases.*

## **11 COMMUNITY CAPITAL PROJECTS 2011 / 12**

Councillor D.A.J. Thomas presented the confidential report seeking Cabinet approval for (a) the allocation of funding to community capital projects listed in Annex A to the report, and (b) the withdrawal of a previously awarded grant owing to there being no project activity since its approval.

At their meeting on 22 February 2011 County Council requested that applications be invited from community organisations for the receipt of financial support towards new capital projects. Details of the call for applications and eligibility criteria used to identify projects to be supported had been included within the report together with relevant consultations. Regrettably the value of eligible projects for which applications had been received exceeded the available budget and those projects not recommended for support had been listed in Annex B to the report. Councillor Thomas added that alternative sources of funding had been found for a number of the applications received. All community capital projects had been capped at 50% funding from the Council and the applicants would need to demonstrate match funding had been secured prior to the Council releasing the grant.

**RESOLVED** that Cabinet –

- (a) *approves the allocation of funding to community capital projects listed in Annex A to the report, and*
- (b) *approves the withdrawal of a previously awarded grant, as detailed within the report, owing to there being no project activity since its approval.*

## **12 EXTENSION OF TWO CONTRACTS FOR WORK OPPORTUNITIES FOR PEOPLE WITH A LEARNING DISABILITY IN DENBIGHSHIRE**

Councillor P.A. Dobb presented the confidential report seeking Cabinet approval to extend two contracts for the provision of work opportunities for people with a learning disability in Denbighshire. Details of the existing contracts had been

included within the report together with the reasoning behind the recommendations to extend the two contracts for an eighteen month period pending completion of the review of the Work Opportunity Service.

Councillor J.R. Bartley highlighted the difference such services made to the lives of those with learning disabilities and felt that the Council should be raising the profile of people with learning difficulties.

***RESOLVED*** that the two contracts for the provision of work opportunities be extended for a period of eighteen months and a full and detailed review of the service be completed.

The meeting concluded at 11.50 a.m.



**Report To: Cabinet**

**Date of Meeting: 13.12.2011**

**Lead Member / Officer: Cllr Hugh H Evans, Leader of the Council  
Alan Smith, Head of Business Planning & Performance**

**Report Author: Ewan McWilliams, Corporate Improvement Officer**

**Title: Monitoring Corporate Plan Performance 2011-12, Quarter 2.**

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**1. What is the report about?**

1.1. This report provides a summary of current performance in 2011-12 against: each outcome within the Corporate Plan; the 2012 Indicators; and our Outcome Agreement with the Welsh Government. Due to their importance, the report now also includes an outcome about safeguarding and child protection, and an outcome about the protection of vulnerable adults.

**2. What is the reason for making this report?**

2.1. The reason for the report is to enable Cabinet to carry out their 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 considers 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 currently looks challenging.

3.2. That Cabinet approves the proposed Action Plan to address issues identified within this report (see paragraph 28 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 as a proxy to evaluate whether we are on track to becoming 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. Our most recent annual performance against the 2012 Indicators (figure 1) shows significant improvements from the baseline position at the start of the corporate plan (2008-09), with only 3 of the 19 indicators remaining in the bottom half of authorities in Wales.

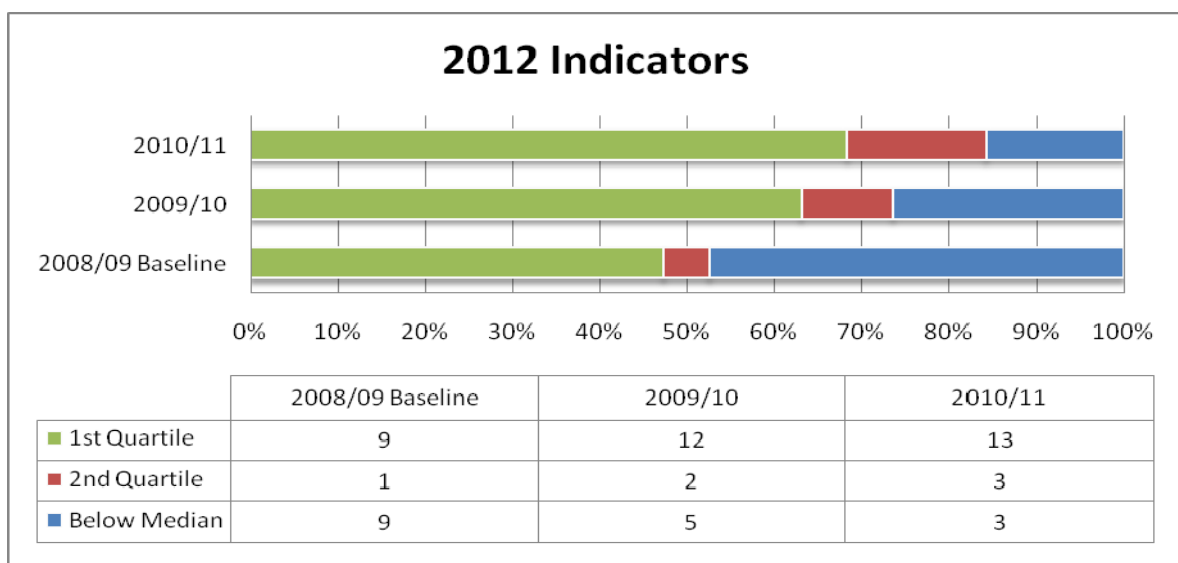


Figure 1 Presents our annual historic performance against the 2012 Indicators.

- 4.4. The current status of the original 3 indicators identified as being below median performance during 2010-11 has changed due to the availability of provisional education data.

- **EDU002i** *The percentage 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, but provisional performance for 2011-12 shows a decline with a greater percentage of pupils leaving without an approved external qualification. Therefore, this indicator is likely to remain below the Wales median for 2011-12.
- **EDU002ii** *The percentage of pupils in LA care, in any LA maintained school, leaving compulsory education, training or work-based learning without an approved external qualification.* The provisional data for this indicator is positive and it appears that no looked after children left without an approved

external qualification. Therefore, this indicator is no longer at risk of being below the Wales median for 2011-12.

- **EEF002** *The percentage 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. Our carbon emissions increased in 2010-11, and we performed within the 4<sup>th</sup> quartile. We will have to improve our performance considerably in 2011-12 in order to perform above the Wales Median. The service has analysed results from a sample of sites and the results show a reduction in energy consumption during the first half of this year, which should improve our performance in this indicator.

4.5. The most up-to-date performance data available for the quarterly measures in the 2012 set highlight 4 additional indicators that may require scrutiny or intervention in order to achieve performance above the Wales median for 2011-12:

- **SCA019** *The percentage of adult protection referrals completed where the risk has been managed.* Showing a decline in performance from quarter one, performance looks to be below the expected Wales median level.
- **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.* The new Empty Homes Officer was not appointed until June 2011 and their initial task was to cleanse the database of properties. The delayed start to progress direct action by the local authority will impact on the overall performance of this indicator although the service is confident of achieving performance commensurate with our aim.
- **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.* A further three children have experienced school moves during the second quarter. The cohort for this indicator is very small (98) and performance will continue to be monitored closely to ensure that moves are minimised. However, there will always be circumstances where a school move is a positive way forward for a child/young person, and this needs to be considered when evaluating performance against this indicator.
- **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.* One young person (from a cohort of 6) was in custody which is not considered to be suitable accommodation.

## 5. The Council's Improvement Objectives

5.1. The council currently has five Improvement Objectives, four of which relate to our Corporate Priorities (Demographic Change; Regeneration; Modernising Education; and Roads and Flood Defences). The fifth Improvement Objective ("Improving the

Council”) is based on the work of the Business Transformation Programme, and progress is therefore monitored by the Business Transformation Programme Board.

5.2. The council has pledged to delivery nine community-focused outcomes associated with our four corporate priorities. A summary of performance against these nine outcomes is provided below, with further details contained within Appendix II.

## **6. Improvement Objective: Adapting service delivery to address demographic changes**

6.1. There are three outcomes relating to our “Demographic Change” Improvement Objective:

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

## **7. Outcome 1: Older people are able to live independently for longer**

7.1. This outcome is about enabling older people to live safely and independently in their community, without the need for service provision. To do this we focus on services that promote independence (i.e. intermediate care).

7.2. The current status of the outcome, as defined by the indicators, is POSITIVE. We have shown improvement from quarter 1 to quarter 2 across most of the indicators and performance measures in this outcome. Furthermore, the results of the Resident’s Survey show an improvement from 2009 to 2011 in the positive response rate to the questions “My council has helped me to live independently” (an increase of 8% to 71%) and “My council will help me when I need social care support” (an increase of 7% to 70%).

7.3. Performance remains below target and shows no improvement in only one performance measure “the percentage of older people having their needs and care plan reviewed on time”. The cumulative performance from 1st April 2011 to 30th September 2011 indicates that underrepresented performance is an issue as there are a number of reviews that have taken place that have not yet been formally recorded on our systems. Work continues to ensure that data is recorded to provide a true reflection of performance.

7.4. As discussed in the Service Performance Challenge meeting on 31st October 2011, a potential new indicator, “*The rate of new placements of older people (aged 65+) whom the authority supports in care homes per 1000 population aged 65+ at the 31 March*”, could be used to complement the current indicator “*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*”. This will help illustrate the impact of our strategy on the rate of new care home placements, which is the area we are able to exert more influence on. The data shows a steady decline in the rate of new care home placements between 2009 and 2011 but we would like to ascertain our position prior to the beginning of the Corporate Plan to help illustrate the significance of improvements.

- 7.5. The majority of improvement activity is progressing as planned with no significant issues affecting delivery.

7.6. **Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that data validation and checks needed to be performed on the indicator *“The percentage of clients who are supported in the community during the year aged 65+”*. An update on the necessary data validation checks is outstanding.

7.7. **Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that suitable measures from the People and Places Programme should be identified to supplement this outcome. The indicators have been identified and will be used once they are fully developed with historic data. As highlighted in paragraph 7.4, it is recommended that we include the additional indicator to provide a complementary perspective to care home placements in Denbighshire.

## **8. Outcome 2: People with learning disabilities are able to live independently for longer**

- 8.1. This outcome aims to enable people with learning disabilities to live safely and independently in their community. To do this we aim to shift the balance from those requiring support in care homes by offering the necessary support to those individuals who can benefit from independent living in their own home.
- 8.2. The current status of the outcome, as defined by the indicators, is POSITIVE. Improvements are noted in the rate of adults with learning disabilities helped to live at home. Despite seeing an increase in the rate of adults with learning disabilities supported in care homes, we remain on target for 2011-12. However, continued scrutiny may be required to ensure that we meet our end of year target. Both indicators are showing results that are an improvement on our baseline performance from 2008-09.
- 8.3. The majority of improvement activity is progressing as planned with no significant issues affecting delivery. The only exception is the activity to build an Intensively Supported Independent Living scheme in Henllan for disabled people, which has been subject to delays in the planning pre-commencement conditions and has resulted in a revised scheme completion date of June 2012.

## **9. Outcome 3: Community initiatives meet the needs of an increasing population of older and disabled people**

- 9.1. This outcome is about the council delivering community initiatives to meet the needs of an increasing population of older and disabled people with the aim of improving the health and wellbeing.

- 9.2. The overall status for the outcome, as defined by the indicators, is NEUTRAL, as there is a balance between positive and negative data. The results from the Resident's Survey 2011 are positive; however, the key New Work Connection (NWC) indicator, which is reported quarterly, remains significantly below target.
- 9.3. The disability sports sessions indicator is also performing below target. The only activities able to contribute to this indicator are the disability swimming sessions as no other activities are currently taking place. The reason (as noted in paragraph 9.5) is identified as no officer being in post.
- 9.4. The majority of improvement activity is progressing as planned with no significant issues affecting delivery.

9.5. **Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that appropriate data collection and reporting procedures needed to be put in place for the indicator "*the number of participants in disability sport sessions*". At this point in time the service is only compiling information on disability swimming sessions. There has been no Disability Sport Officer in place since May 2011 and no specific sessions are being run by the service. A possible replacement is being discussed with Sport Wales who previously funded the post.

## **10. Improvement Objective: Reducing deprivation, and growing Denbighshire's economy sustainably, by strategically targeting resources**

- 10.1. There are three outcomes relating to our "Regenerating Our Communities" Improvement Objective:
- Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales.
  - We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available.
  - The rate of decline in the rural economy will be reduced.

## **11. Outcome 4: Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales**

- 11.1. This outcome aims to bridge the gap between the most deprived communities in Rhyl and the rest of Wales by focussing on three areas: economy; education; and environment.

- 11.2. The current status of this outcome, as defined by the indicators, is **NEGATIVE**, due to unmet targets in a number of indicators and a reduction in the positive responses to questions in the Resident's Survey 2011.
- 11.3. The Resident's Survey shows a decline in the percentage of positive responses to the statements "Satisfaction with their local area as a place to live (Rhyl)" (a decrease of 2% to 74%) and "Their local area had got better, got worse, or stayed the same in the last 12 months (Rhyl)" (a decrease of 4% to 66%).
- 11.4. The provisional figures for the average point score for pupils aged 15 in Rhyl schools improved but did not meet our target. However, the target was incredibly ambitious as it was set at the projected Wales median level for schools where performance has historically been significantly lower. It should therefore be noted that improvements have been made, and the gap between Rhyl schools and the Wales median is closing.
- 11.5. The Job Seeker Allowance (JSA) claimants in each LSOA in Rhyl, have been steadily reducing since a peak in March 2011, but have not met our target to reduce the gap between the Rhyl LSOAs and Denbighshire.
- 11.6. The majority of improvement activity is progressing as planned with no significant issues affecting delivery. The only exception is the Forydd Harbour Project, which having been through a restructure to put in place more robust management arrangements, reported to Cabinet (25.10.2011) the need for additional funding to meet the current shortfall and help contain future risks/overruns for this project.

**12. Outcome 5: We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available**

- 12.1. This outcome is all about what the council can do to support sustainable economic growth in a wider economic climate through targeted activity.
- 12.2. The overall status of this outcome, as defined by the indicators, is **POSITIVE**. We continue to achieve good performance in JSA claimants in Denbighshire by meeting our target of being lower than the Wales JSA claimant rate, and we also remain below the UK level. Although this is positive, it masks a steady increase in JSA claimants since a low of 3.4% in May/June 2011.
- 12.3. The figures for the relative reduction in economic inactivity have been updated from the most recent publication from NOMIS and represents April 2010 to March 2011. The data shows that Denbighshire has lower levels of economic inactivity (26.2%) when compared to Wales (27.5). However, this it is still higher than the UK rate (23.8%).
- 12.4. All of the improvement activity is progressing as planned with no significant issues affecting delivery.

### **13. Outcome 6: The rate of decline in the rural economy will be reduced**

- 13.1. This outcome focuses on what the council is doing to improve the condition of the rural economy through the delivery of specific improvement activity.
- 13.2. The overall status of this outcome, as defined by the indicators, is POSITIVE. A number of annual indicators relating to Rural Key Fund projects have already reported success and are now complete (as of August 2011).
- 13.3. All of the improvement activity is progressing as planned with no significant issues affecting delivery. The only exception is the Destination Denbighshire Project. Following the appointment of a project officer, the initial research has been undertaken but the project is running behind schedule.

### **14. Improvement Objective: Modernising the education service to achieve a high level of performance across the county**

- 14.1. There is one outcome relating to our “Modernising Education” Improvement Objective:
  - Denbighshire will be within the top 10 performing authorities in Wales for educational attainment.

### **15. Outcome 7: Denbighshire will be within the top 10 performing authorities in Wales for educational attainment**

- 15.1. This outcome is all about improving educational attainment for children and young people in Denbighshire to enable them to reach their full potential.
- 15.2. The current status for the outcome, as defined by the indicators, is generally POSITIVE. The provisional results for 2011-12 are showing significant performance improvements in all but one key indicator. These improvements are also reflected in the Resident’s Survey, where the results show an improvement in the positive response rate to the questions “Satisfaction with primary education (5-11)” (an increase of 2% to 93%) and “Satisfaction with secondary education (11-16)” (an increase of 3% to 82%).
- 15.3. The indicator where performance has declined was pupil achievement rate for Key Stage 1 Core Subject Indicator (CSI). This decline in performance is not unexpected as the changes to the foundation phase education has been piloted in a number of our best performing primary schools, and their results therefore do not form part of this indicator for this year.
- 15.4. Despite a performance improvement in pupil achievement rates for Key Stage 3 CSI we did not meet our target. This is compounded by the high rate of improvement across Wales, which is pushing the median and upper quartile positions higher than anticipated. All other indicators appear likely to be on target to be within the top 10 or top quarter of authorities in Wales.
- 15.5. All of the improvement activity is progressing as planned with no significant issues affecting delivery.



**16. Improvement Objective: Securing a Sustainable Road Network and Flood Defences**

16.1. There are two outcomes relating to our “Roads and Flood Defences” Improvement Objective:

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

**17. Outcome 8: Residents and visitors to Denbighshire have access to a safe and well managed road network**

17.1. This outcome reflects our ambition to provide residents and visitors with a safe and well managed road network. The outcome has been extended for 2011-12 to include improvements in road safety and management as well as improving the overall quality of our road network.

17.2. The current status for the outcome, as defined by the indicators, is NEUTRAL. There is not enough information to provide a more detailed analysis of performance at this point in time. There are data gaps in the quarterly data, where it is noted that the rate of accidents will not be available until the end of November, and the remaining indicators are annually reported.

17.3. The Resident’s Survey 2011 presents a negative picture as it shows a reduction in the positive response rate to the questions relating to road, street, and footpath condition. Satisfaction with ‘maintaining main roads in good condition’ (decreased by 3% to 61%). Satisfaction with ‘maintaining local streets in good condition’ (decreased by 2% to 63%). Satisfaction with ‘maintaining footpaths in good condition’ (decreased by 5% to 63%).

17.4. All of the improvement activity is progressing as planned with no significant issues affecting delivery. The only exception was the Task and Finish Group review of parking enforcement. This has now been identified as a Conwy only action and will therefore be removed from future reports.

**17.5. Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that the remaining undefined performance measures for the new “roads are of a high standard” outcome needed to have local guidance developed using the National Guidance Template. Local guidance has now been developed for the necessary indicators. Through this process it was proposed by the service to remove the “*The total amount of highways related insurance costs (£s) per km of local authority road network*” performance measure. The reasons put forward by the service to remove the indicator relate to the variability in the level and nature of claims meaning figures can quickly become skewed.

**17.6. Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that any remaining historic data for the new “roads are of a high standard” outcome needed to be collected and input into Ffynnon. Where historic data was available, this has now been collected and input into Ffynnon.

## **18. Outcome 9: Properties have a reduced risk of flooding**

- 18.1. This outcome is entirely related to our flood defence works, where we seek to protect an increased number and percentage of properties from the risk of frequent flood events.
- 18.2. The current status for the outcome, based on the indicators, is **NEGATIVE**. However, this is due to the grant and match funding approval that was expected for the Corwen Flood Defence Scheme was not confirmed during 2010-11. The Corwen scheme remains a high priority for government grant funds and we still expect to deliver the benefits from this, only later than our original expectation.
- 18.3. The status remains unchanged in quarter 2 and is not likely to change this year as no more activity is planned which would increase the percentage of properties with a reduced risk of flooding in this financial year. The performance measures for this outcome are all reported annually.
- 18.4. All of the improvement activity is progressing as planned with no significant issues affecting delivery. The contractor appointment for the Rhyl Flood Defence Scheme has been completed. Communication and education activity on the flood defence schemes are progressing through the schools as planned and the development of a coastal defence strategy continues as planned with a procurement route established.

## **19. Safeguarding and Child Protection**

- 19.1. A number of key national indicators relating to safeguarding and child protection require focused attention to ensure satisfactory performance. Some of these indicators have been identified as areas for improvement by the Care and Social Service Inspectorate Wales (CSSIW). They were: the re-referral rates (SCC010); reviews of children in need plans (SCC016); statutory visits to looked after children (SCC025); initial child protection conferences (SCC014); initial core group meetings (SCC015); and sickness absence rates in Children and Family Services. The other key indicators have been identified by the service as important for regular monitoring.
- 19.2. The current status for the outcome, based on the indicators, is **NEUTRAL**, with significant improvement in some indicators balanced by a reduced or static performance in others (table 1). Significant improvement has been made in the re-referral rates this year (SCC010), which was much higher than the Welsh median in 2010-11, but is now nearing upper quartile performance. Similarly, significant improvement is being achieved with initial child protection conferences (SCC014), where our performance has moved from a position much lower than the Wales median to above upper quartile performance. We are currently showing improved performance with reviews of children in need plans (SCC016) and statutory visits to looked after children (SCC025) but performance remains below the Wales median. The sickness absence rate has increased this year from 6.49 in 2010-11 to 7.51 in 2011-12.
- 19.3. Work is underway to ensure improved performance is achieved with reviews (SCC016) and visits (SCC025). The service has implemented reporting of completion of Children In Need (CIN) reviews to ensure activity is being captured and recorded.

In addition, closer monitoring and more frequent reporting to the Children and Family Management Team (CFMT) now take place.

**Table 1** The key child protection performance indicators as used by the LSCB and identified by CSSIW for improvement.

		Wales Median	Upper Quartile	Denbighshire Actual	Quarter 1	Quarter 2
		2010-2011			2011-2012	
SCC010	The percentage of referrals that are re-referrals within 12 months	<b>26.5%</b>	19.0%	38.8%	23.9%	<b>21.7%</b>
SCC014	The percentage of initial child protection conferences due held within 15 working days of the strategy discussion	<b>87.2%</b>	94.2%	73.2%	100%	<b>97.4%</b>
SCC015	The percentage of initial core group meetings held within 10 working days of the initial child protection conference	<b>87.6%</b>	94.6%	86.2%	87.5%	<b>85.7%</b>
SCC034	The percentage of child protection reviews carried out within statutory timescales during the year	<b>97.7%</b>	99.2%	100%	100%	<b>100%</b>
SCC016	The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	<b>75.4%</b>	78.5%	50.9%	85.2%	<b>65.9%</b>
SCC025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	<b>84.1%</b>	88.7%	72.8%	78.4%	<b>80.8%</b>
SCC043 (a)	The percentage of required core assessments completed within 35 working days	<b>67.8%</b>	84.7%	74.6%	70.0%	<b>62.5%</b>
SCC043 (b)	The average time taken to complete those required core assessments that took longer than 35 days	<b>68.9</b>	58.3	84.6	119.8	<b>80.6</b>
	The number of working days/shifts per full time equivalent (FTE) employee lost due to sickness absence	<b>9.80</b>	9.40	15.4	1.88	<b>7.51</b>

## 20. Protection of Vulnerable Adults

- 20.1. The Denbighshire Adult Protection Committee meet on a quarterly basis to develop, monitor and evaluate the practice of the adult protection procedures and to promote joint working between partner agencies. There is also a North Wales Adult Protection Forum that meets on a quarterly basis.
- 20.2. We are still awaiting a Welsh Government response to the review of 'In Safe Hands' and the All Wales Adult Protection Procedures was launched on 01.04.2011 as an Interim Policy in anticipation that there may be other changes implemented due to the result of the review.
- 20.3. Denbighshire's performance against the Protection of Vulnerable Adults (POVA) performance indicator for 2010-11 shows that 92.7% of POVA cases demonstrated that the risk to adults at risk was removed or reduced.

## 21. Outcome Agreement

- 21.1. Each local authority in Wales has developed an Outcome Agreement with the Welsh Government, which sets out how each council will work towards improving outcomes for local people within the context of the Welsh Government's national priorities. By their nature, most outcomes for the citizens of any local area cannot be delivered by one organisation alone. As a result, Outcome Agreements must have a strong collaborative element, as well as evidence of partnership working in order to have the greatest impact. A summary of our Outcome Agreement is attached at Appendix III.
- 21.2. Outcome Agreements run for a 3 year period from 2010-11 to 2013-14, and successful delivery against the agreement results in the payment of an annual Outcome Agreement Grant to the council of approximately £1million.
- 21.3. Each Outcome Agreement consists of 10 outcomes, which are evaluated annually to determine whether the council has successfully delivered as set out in the Agreement document. The scoring system used is as follows:
- Collaborative actions fully successful – **3 points**
  - Local authority (only) actions fully successful *or* collaborative actions partially successful – **2 points**
  - Local authority (only) actions partially successful *or* collaborative actions unsuccessful – **1 point**
  - Local authority (only) actions unsuccessful – **0 points.**
- 21.4. The council can therefore score a maximum of 3 points for each outcome, resulting in a maximum annual score of 30 (i.e. all 10 outcomes successfully delivered through collaboration). The Outcome Agreement Grant is then allocated on a percentage depending on the total scored, as follows:
- 25 – 30 = 100%
  - 20 – 24 = 75%
  - 15 – 19 = 50%
  - 0 – 14 = 0%

- 21.5. The council will therefore start to lose a proportion of its Outcome Agreement Grant if it loses more than 5 points in any one year. We have recently received confirmation from the Welsh Government that we successfully delivered against our Outcome Agreement during 2010-11, with a score of 29 from a possible maximum score of 30.
- 21.6. Our Outcome Agreement is a large document, with each of the 10 outcomes containing several indicators, performance measures and improvement activities. It is therefore suggested that the Quarterly Performance Reports contain an exceptions report to highlight any concerns within particular outcomes.
- 21.7. The outcome agreement exceptions report (paragraphs 21.8 – 21.10 below) provides a brief summary of the improvement activity and indicators (those reported quarterly) that may need some form of scrutiny or intervention in order to ensure that we meet our commitment. The criteria used for the exception report is to include any indicator that is below target and any improvement activity that is Red, Red/Amber or Amber.
- 21.8. **Outcome Agreement 3. A strong and prosperous economy helps reduce poverty.** This outcome is at risk of not meeting the targets for all indicators in 2011-12.
- For the number of individuals taken above the UK and Welsh Assembly Government poverty lines we are currently performing 31% below our target. At this point in the year we expected to have helped near 500 people, but so far we have only helped 346.
  - For the benefit and tax credit gains confirmed we are currently performing 5% below our target. By this time we expected to have confirmed £3.5m in benefit and tax credit gains, but so far we have only confirmed £3.3m.
  - For debts resolved we are currently performing 26% below our target. By this time we expected to have confirmed £7.5m in debt resolutions, but so far we have only confirmed £5.5m.
  - Overall there has been a reduction in performance compared to 2010-11. This reflects Denbighshire funding reductions and budget restrictions all three organisations have faced since April 2011.
- 21.9. **Outcome Agreement 4. Children and young people grow up as active citizens and achieve the highest possible standards of wellbeing.** This outcome contains one indicator and two actions that do not meet the planned performance expected in the outcome agreement.
- For the percentage of initial assessments completed within 7 working days we are currently slightly below target with a performance of 83.7% against a target of 85%.
  - The improvement activities identified with a Red/Amber status are “Recruit a Hyfrydle Integrated Services Project Manager” and “Evaluation of multi agency panel approach”. Engagement with the recruitment of a project manager has transferred to Modernising Education (in conjunction with Head of Children and Family Services). There was a project manager up to April 2011. It was felt that a project manager was no longer required and the “project” part was closed having been signed off. The responsibility for taking it forward now rests with

Betsi Cadwaladr University Health Board (BCUHB) and has involvement from Modernising Education and Children's and Family Services. The Multi Agency Panel was established in August 2011 and is lead by BCUHB. It is unlikely that the evaluation would be appropriate just yet. It is unlikely that the Hyfryddle development will be in place until at least September 2012.

**21.10. Outcome Agreement 10. Public Services are Efficient and Provide Value for Money.** This outcome contains two actions that are progressing but have been flagged with an amber status.

- The delivery of efficiency savings against the North Wales Procurement Partnership work programme is progressing where some projects identified in the work programme have been delivered, but some need further work to deliver benefits.
- The implementation of a corporate e-procurement solution is progressing and the e-sourcing system is now live and being used as standard for any projects that are handled by the corporate procurement team. There are 10 tenders currently live. The next stage is to roll the technology out to all departments, which will need project planning.

## **22. How does the decision contribute to the Corporate Priorities?**

22.1. 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.

## **23. What will it cost and how will it affect other services?**

- 23.1. Any additional resource requirement (staffing or financial) will be determined and met by the service responsible for carrying out the activity.
- 23.2. 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.

## **24. What consultations have been carried out?**

24.1. A draft of this report was distributed to Performance Scrutiny on the 17 November 2011 prior to the meeting of Performance Scrutiny on 01 December 2011. The report was also circulated to SLT on the same dates for the opportunity to discuss the report. The revised report was then agreed by the Leader of the Council and Head of Business Planning and Performance before being submitted to Cabinet.

## **25. Chief Finance Officer Statement**

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

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

26.1. 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 reputation risk from poor comparative performance with other authorities and regulatory reports. There are no risks associated with agreeing the recommendations.

## 27. Power to make the Decision

27.1. 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.

## 28. Action Plan

<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>LEAD MEMBER</b>
Outcome 1. For " <i>The rate of new placements of older people (aged 65+) whom the authority supports in care homes per 1000 population aged 65+ at the 31 March</i> " to identify historical quarterly data from 2008/09.	Phil Gilroy	Quarter 3	Cllr Pauline Dobb
Outcome 1. It is recommended that we include the additional indicator to provide a complementary perspective to care home placements in Denbighshire in all future performance reports.	Tony Ward	Quarter 3	Cllr Pauline Dobb
Outcome 8. The reasons to understand the proposal to remove the " <i>The total amount of highways related insurance costs (£s) per km of local authority road network</i> " performance measure need to be provided by the service.	Stuart Davies	Prior to Scrutiny meeting by 23.11.2011	Cllr Sharon Frobisher



# Becoming a 'High Performing Council'

## 2012 Indicators

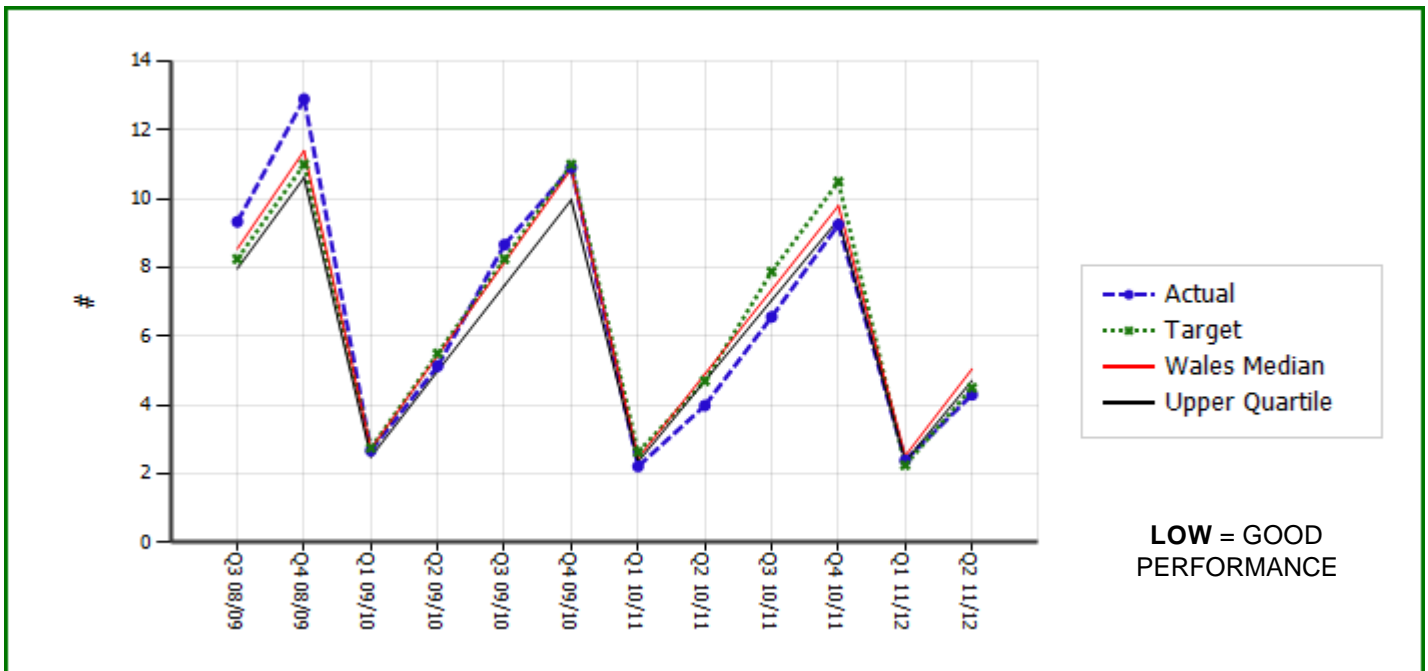


**CHR002:** The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence

**Head of Service:** Linda Atkin

**Lead Member:** Cllr Paul Marfleet

**Explanation:** Measuring the levels of sickness absence within a local authority will help to ascertain the robustness and effectiveness of absence management policies within local authorities. It will also assist in establishing how effective a local authority has been in reducing loss; and will provide a basis on which to evaluate the status and morale of the workforce.



Period	RAG	Actual	Target	Numerator	Denominator
Q2 11/12	↑ Green	4.30	4.50	16747.34	3894.73
Q1 11/12	↓ Amber	2.39	2.25	9440.18	3956.65
Q4 10/11	▬ Green	9.25	10.50	36259.55	3920.00
Q3 10/11	▬ Green	6.56	7.88	25965.39	3956.36
Q2 10/11	▬ Green	3.98	4.70	15708.18	3941.91
Q1 10/11	↑ Green	2.21	2.63	8845.16	3997.00
Q4 09/10	↑ Green	10.91	11.00	42573.99	3902.12
Q3 09/10	↓ Amber	8.67	8.25	33513.35	3866.00

Period	Comment
Q2 11/12	Our performance is a little up when compared to Q2 in 2010/11. We remain below the projected upper quartile performance and hope that continued improvement throughout the year will ensure that we maintain our position as a high performing authority.

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

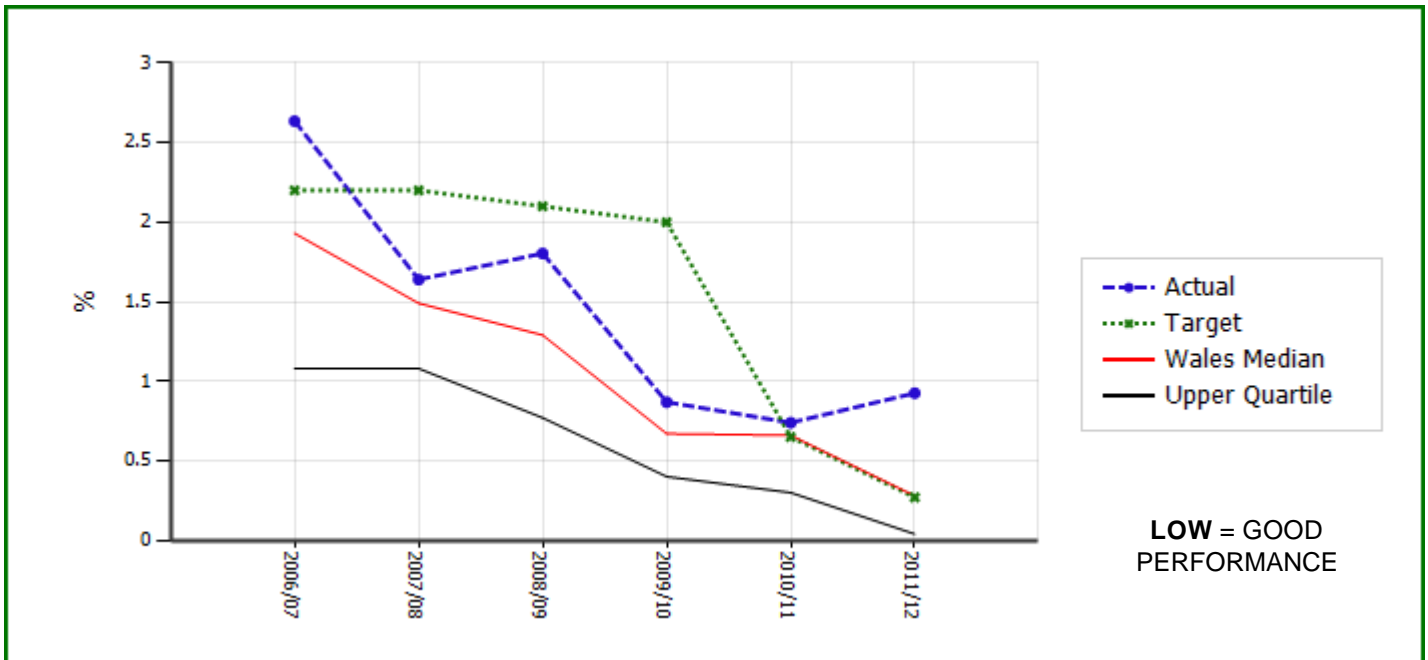
**Low Risk.** We moved into the upper quartile for this indicator in 2010-11. Performance in quarter 2 for 2011-12 is on target, and current performance is still likely to be within upper quartile.

**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

**Explanation:** The new approach to education for 14-19 year olds will allow for greater variation in what is taught and should reduce the number of pupils, especially those in local authority care, leaving education without a recognised qualification. This indicator measures the effectiveness of this new agenda from the educating authority's perspective. The influence of the corporate parent on education will be picked up in the Social Care – Children's Services indicators.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12	Red	0.27	0.93	12	1297
2010/11	Red	0.65	0.74	10	1352
2009/10	Green	2.00	0.87	12	1381
2008/09	Green	2.10	1.80	25	1386
2007/08	Green	2.20	1.64	24	1464
2006/07	Red	2.20	2.64	36	1366
2005/06	Red	2.19	4.31	59	1368
2004/05	Red	2.19	2.69	35	1303

Period	Comment
2011/12	

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

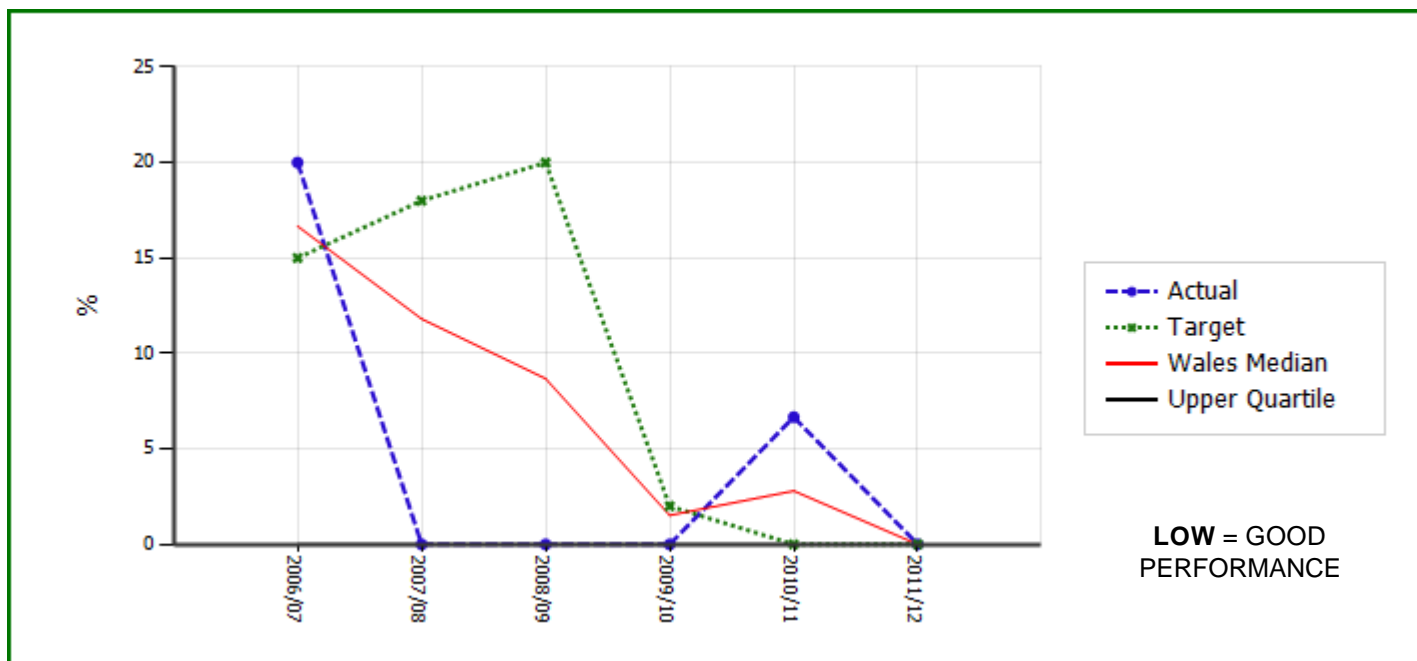
**High Risk.** Our performance in 2011-12 is off target and appears to be significantly higher than the Wales Median. This will affect our overall target to achieve top 2 quartile status for the 2012 indicators. Although in general terms it is an improvement since the start of the Corporate Plan.

**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

**Explanation:** The new approach to education for 14-19 year olds will allow for greater variation in what is taught and should reduce the number of pupils, especially those in local authority care, leaving education without a recognised qualification. This indicator measures the effectiveness of this new agenda from the educating authority's perspective. The influence of the corporate parent on education will be picked up in the Social Care – Children's Services indicators.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12	Green	0.00	0.00	0	9
2010/11	Red	0.00	6.67	1	15
2009/10	Green	2.00	0.00	0	7
2008/09	Green	20.00	0.00	0	13
2007/08	Green	18.00	0.00	0	11
2006/07	Red	15.00	20.00	2	10
2005/06	Amber	18.87	20.00	3	15
2004/05	Red	18.87	30.77	4	13

Period	Comment
2011/12	

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

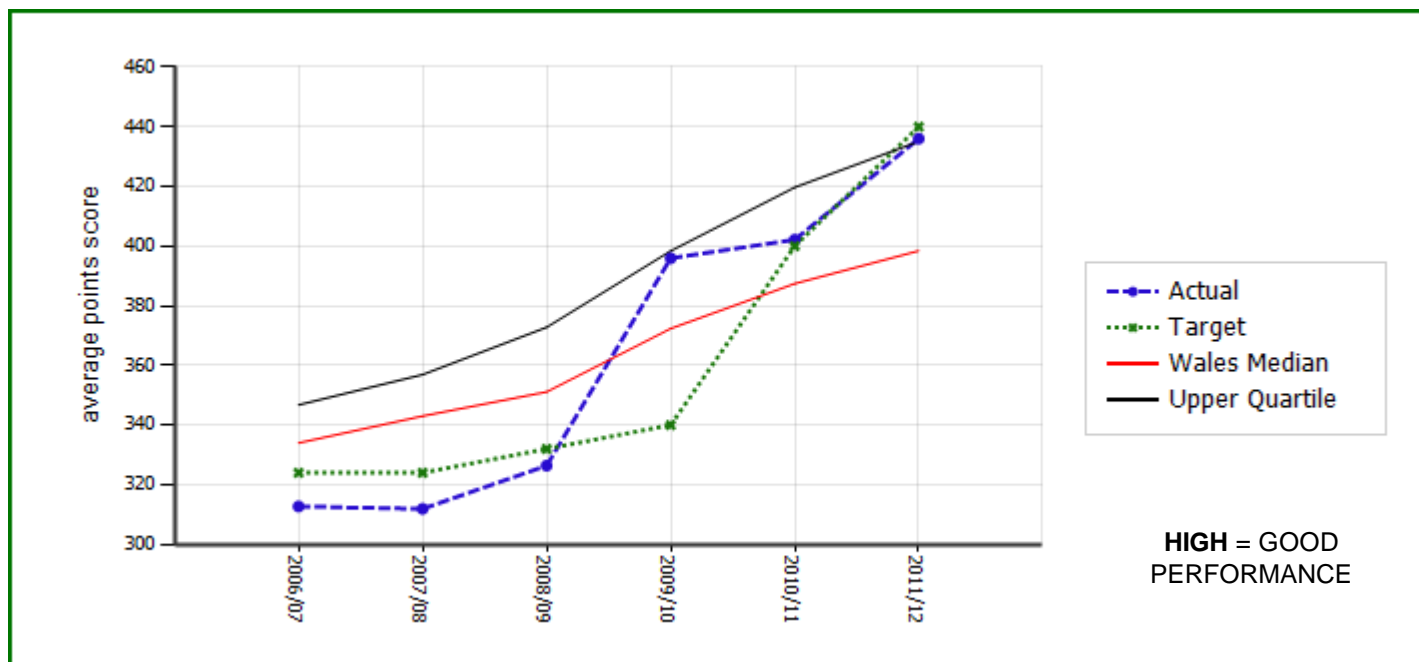
**Low Risk.** Our performance in 2011-12 is on target with no Looked After Children leaving school without an approved qualification in the academic year 2010-11. The difficulty with this indicator relates to the small number of people that it covers, and is dependant on the robustness of a school's pastoral system.

**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

**Explanation:** Educational attainment is an important national priority, linking as it does to many other strategic objectives such as reducing unemployment and social exclusion. This indicator is based on points and recognises the performance of more pupils in a wider range of qualifications



Period	RAG	Target	Actual	Numerator	Denominator
2011/12	Amber	440.00	436.00	565492	1297
2010/11	Green	400.00	402.13	543684	1352
2009/10	Green	340.00	395.94	546790	1381
2008/09	Amber	332.00	326.39	452372	1386
2007/08	Amber	324.00	311.90	456625	1464
2006/07	Amber	324.00	312.70	427147	1366

Period	Comment
2011/12	

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

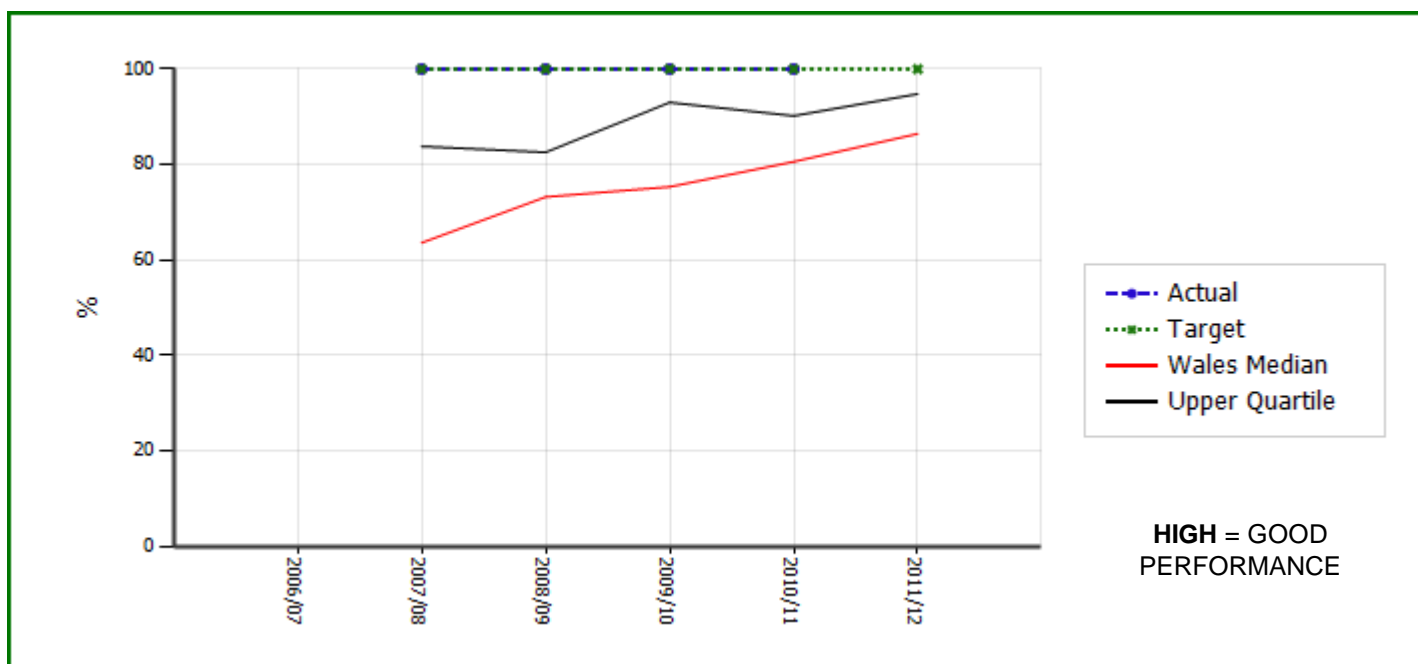
**Low Risk.** Our rate of improvement was strong during 2011-12 (academic year 2010-11) and performance, although below target, appears to be within the upper quartile.

**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

**Explanation:** This indicator will provide a measure of the responsiveness and efficiency of the LEA in meeting the statutory timescales for issuing Special Educational Need (SEN) Statements. A child is classed as having a special educational need if they have a learning difficulty that calls for special educational provision to be made for them.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12		100.00			
2010/11	■ Green	100.00	100.00	40	40
2009/10	■ Green	100.00	100.00	28	28
2008/09	■ Green	100.00	100.00	25	25
2007/08	■ Green	100.00	100.00	37	37

Period	Comment
2011/12	

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

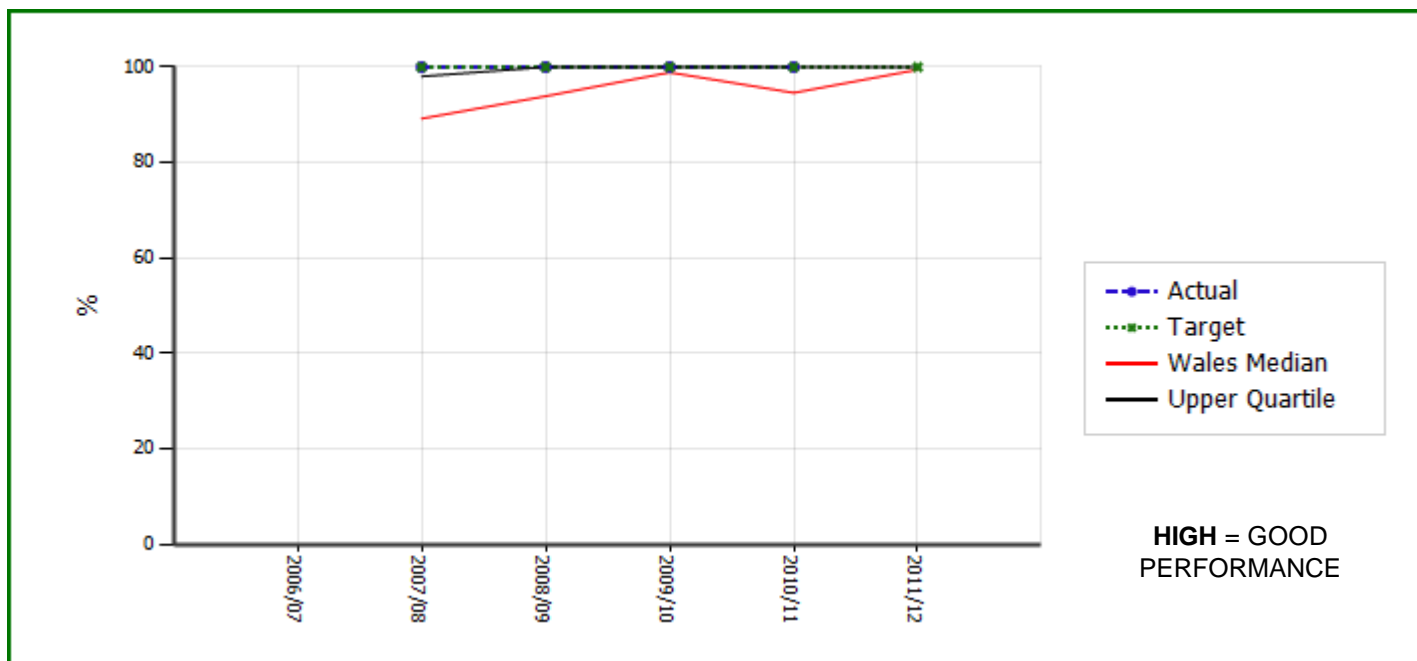
**Low Risk.** The service expects to issue all SEN statements within the 26 week period and the process is being monitored accordingly. We have achieved 100% for this indicator for the past four consecutive years.

**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

**Explanation:** This indicator will provide a measure of the responsiveness and efficiency of the LEA in meeting the statutory timescales for issuing Special Educational Need (SEN) Statements. A child is classed as having a special educational need if they have a learning difficulty that calls for special educational provision to be made for them.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12		100.00			
2010/11	■ Green	100.00	100.00	38	38
2009/10	■ Green	100.00	100.00	24	24
2008/09	■ Green	100.00	100.00	24	24
2007/08	■ Green	100.00	100.00	33	33

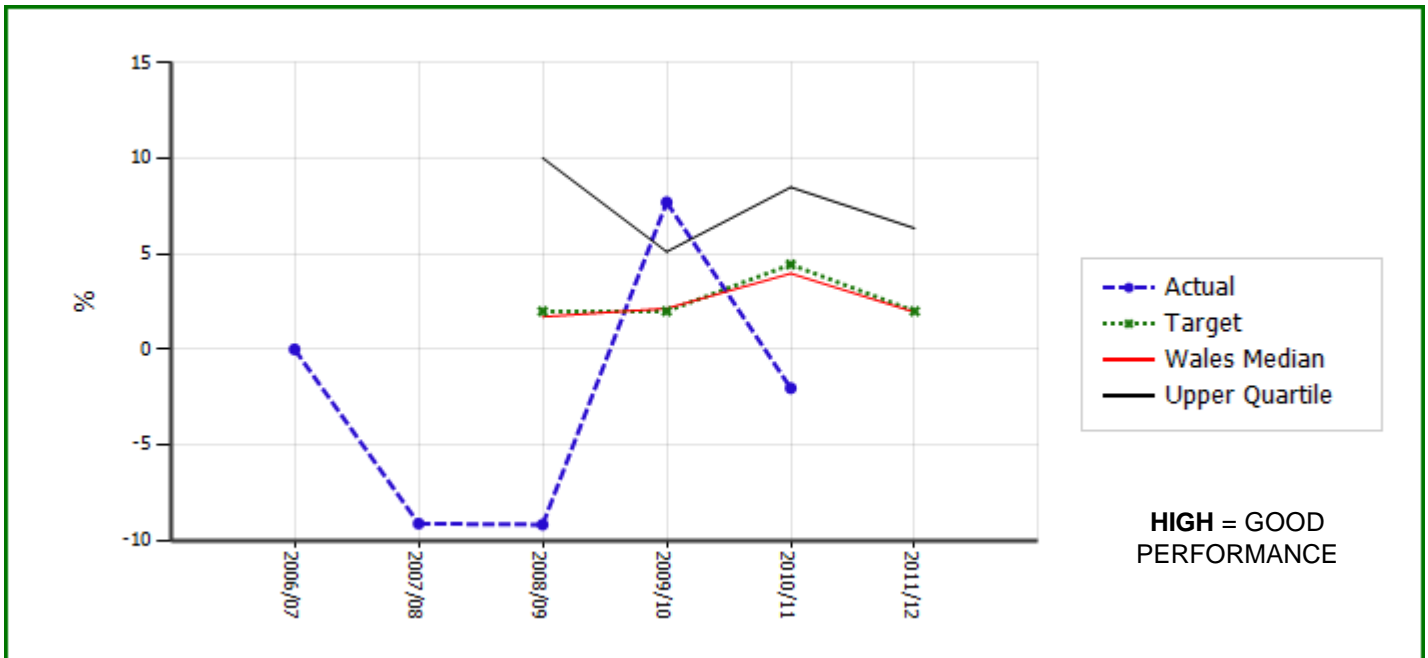
Period	Comment
2011/12	

### 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 have achieved 100% for this indicator for the past four consecutive years.

**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

**Explanation:** This indicator measures the improvement in the energy efficiency in the non-domestic public stock. Carbon dioxide emissions are those emissions of carbon dioxide generated as the direct result of the combustion of hydrocarbon fuels e.g. gas, oil and coal based fuels and the use of electricity.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12		2.00			
2010/11	↓ Red	4.45	-2.03	-0.88	43.48
2009/10	↑ Green	2.00	7.71	3.63	47.11
2008/09	↓ Red	2.00	-9.18	-3.96	43.15
2007/08			-9.12	-4.07	44.66
2006/07			0.01	0.00	44.66
2005/06			-16.98	-6.48	38.18

Period	Comment
2011/12	As this indicator is based on the % change our poor performance in 2010/11 should, in theory, make it easier to improve on this position in 2011/12. Our current energy monitoring can only provide accurate data annually (6 months at best due to billing issues). This has the potential to move to quarterly if the billing data improves but more frequent reporting (monthly) is a long way off and we do not have the staffing resources to carry this out.

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

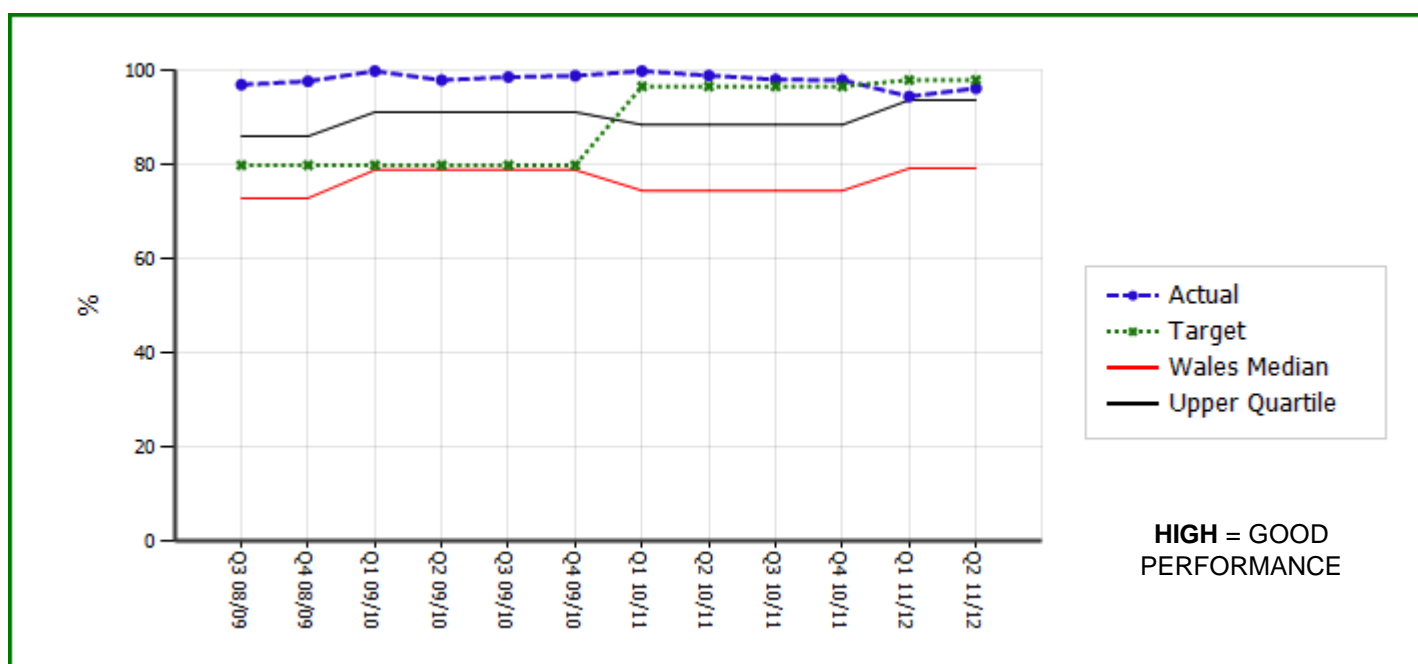
**High Risk.** We performed in the 4th quartile for this indicator in 2010-11. This indicator is volatile, as it is based on the percentage change in carbon emissions from one year to the next. We will have to improve considerably in 2011-12 to perform above the Wales Median.

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

**Head of Service:** Peter McHugh

**Lead Member:** Cllr David Thomas

**Explanation:** This indicator measures the extent to which local authorities (and organisations they may work in partnership with, including those that they fund) are able to prevent homelessness for those households where the local authority considers that they are likely to become homeless, unless the local authority intervenes.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	🟡 Amber	98.10	96.34	44	45
Q1 11/12	🟡 Amber	98.10	94.59	35	37
Q4 10/11	🟢 Green	96.75	98.10	206	210
Q3 10/11	🟢 Green	96.75	98.20	164	167
Q2 10/11	🟢 Green	96.75	99.07	106	107
Q1 10/11	🟢 Green	96.75	100.00	61	61
Q4 09/10	🟢 Green	80.00	99.00	199	201
Q3 09/10	🟢 Green	80.00	98.74	157	159

Period	Comment
Q2 11/12	

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

**Medium Risk.** We have performed in the top quartile for this indicator for the past three years, and we were ranked 1st in Wales in 2010-11. In order to provide a clearer indication of top quartile status the target has been amended slightly. Performance in quarter 2 of 2011-12 has improved from quarter 1 but remains below target, however our performance appears to remain in the top quartile.

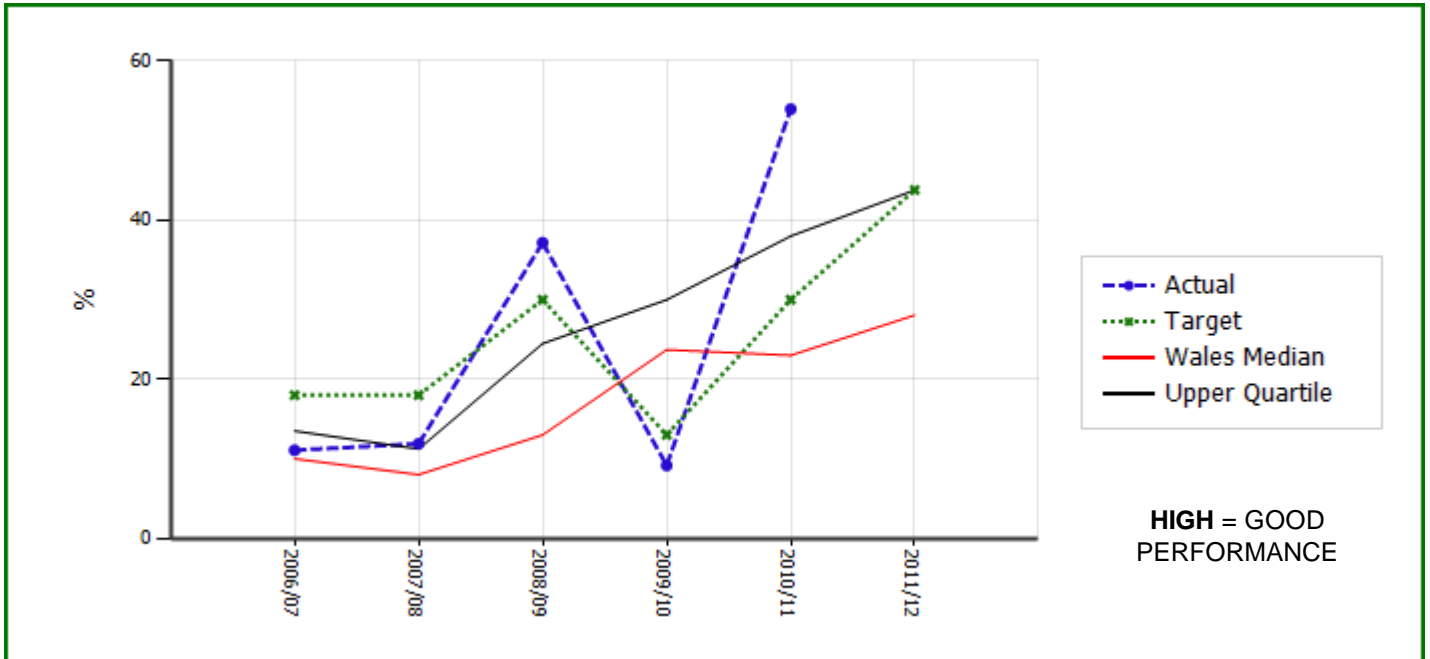


**PLA006:** The number of additional affordable housing units provided during the year as a percentage of all new housing units provided during the year

**Head of Service:** Graham Boase

**Lead Member:** Cllr David Thomas

**Explanation:** National planning policy enables local planning authorities, where the need for affordable housing has been demonstrated, to require an element of affordable housing as part of new private sector housing developments. In addition local planning authorities are responsible for considering applications for planning permission for new housing and for conversion of existing buildings for housing purposes, whether such applications are submitted for purposes of affordable housing, private housing or a mix of housing.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12		43.80			
2010/11	↑ Green	30.00	53.97	140	252
2009/10	↓ Red	13.00	9.16	12	131
2008/09	↑ Green	30.00	37.17	71	191
2007/08	↓ Red	18.00	11.90	32	269
2006/07	↓ Red	18.00	11.08	43	388

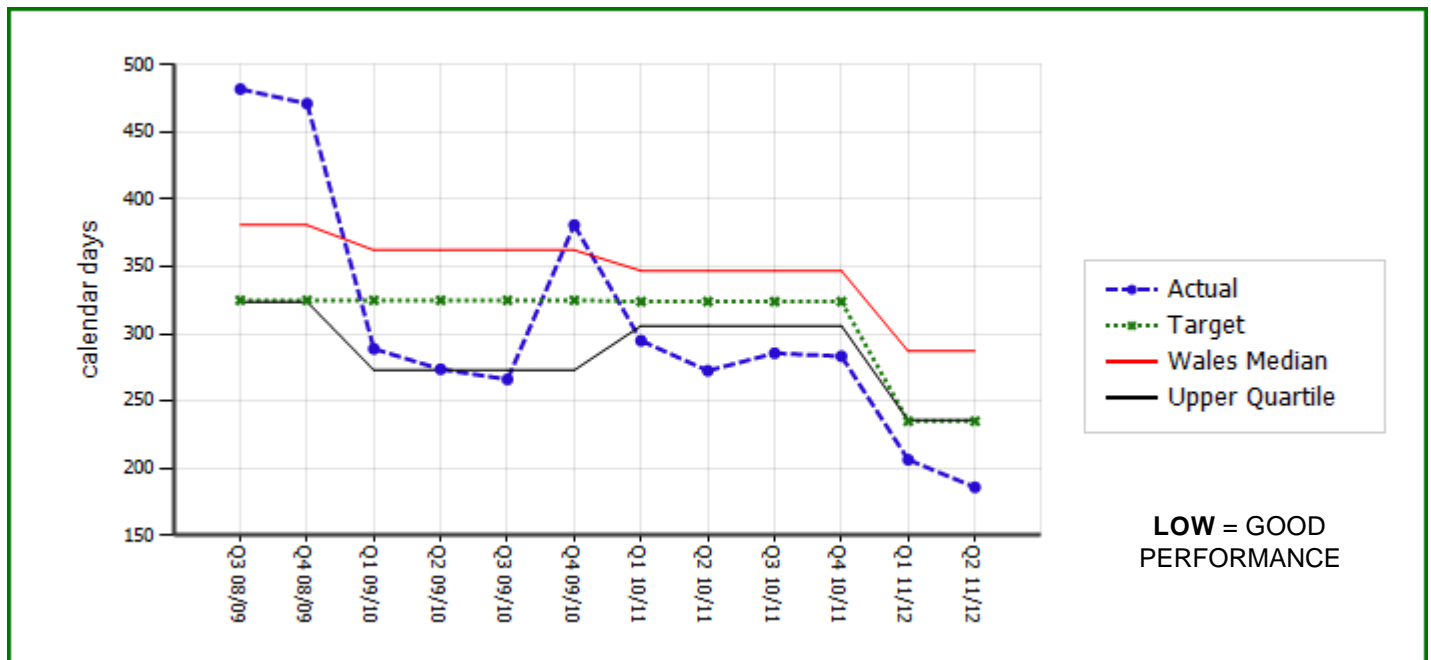
Period	Comment
2011/12	

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

**Low Risk.** We were ranked second in Wales for this indicator in 2010-11. The target has been revised to reflect our ambition to remain in the top quartile. 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.

**PSR002:** The average number of calendar days taken to deliver a Disabled Facilities Grant**Head of Service:** Graham Boase**Lead Member:** Cllr David Thomas

**Explanation:** This indicator measures the quality of the service provided when authorities utilise mandatory DFGs in order to complete adaptation works. The indicator should provide an accurate representation of how long the process takes from the client's perspective.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	↑ Green	235.00	185.84	10593	57
Q1 11/12	↓ Green	235.00	206.32	5158	25
Q4 10/11	▬ Green	324.00	283.34	31451	111
Q3 10/11	▬ Green	324.00	285.55	24272	85
Q2 10/11	↑ Green	324.00	272.55	11992	44
Q1 10/11	↑ Green	324.00	294.94	4719	16
Q4 09/10	↓ Red	325.00	381.01	38101	100
Q3 09/10	▬ Green	325.00	266.12	15435	58

Period	Comment
Q2 11/12	

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

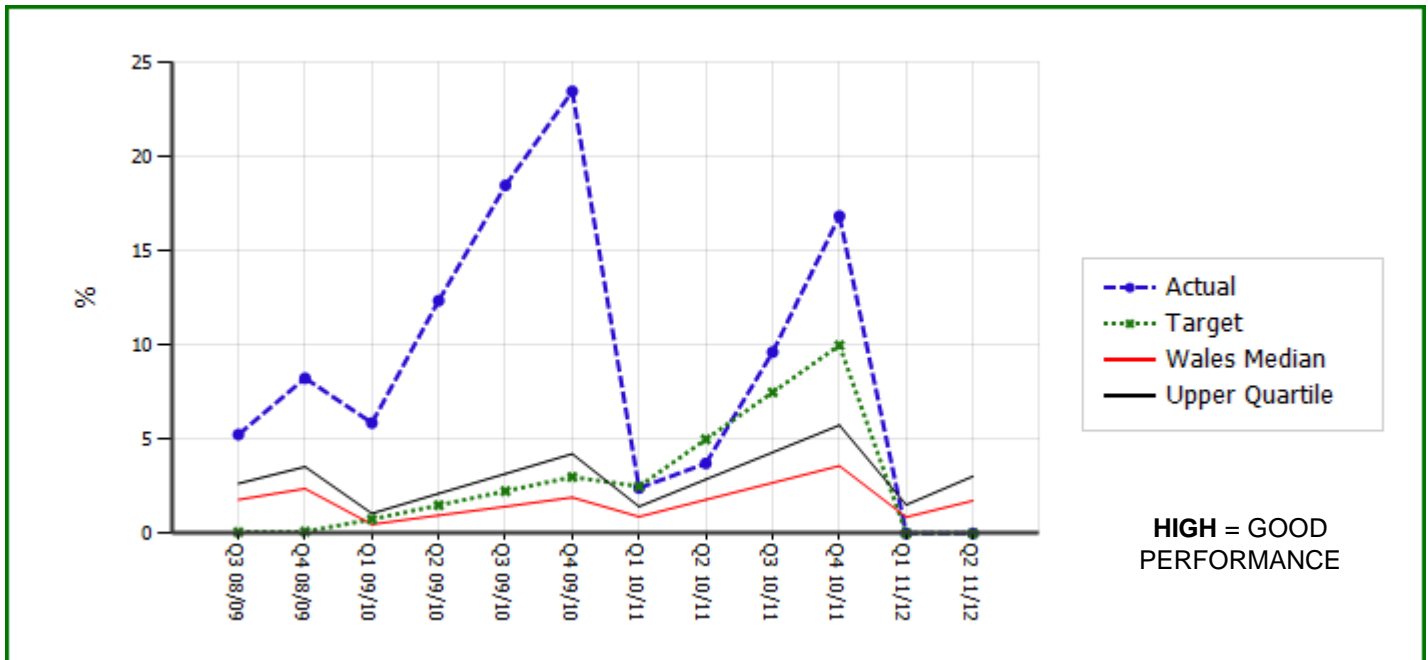
**Low Risk.** We were ranked fourth in Wales in 2010-11, and our performance has continued to improve during 2011-12. The target for 2011-12 has been revised to reflect our ambition to remain in the upper quartile.

**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

**Explanation:** This indicator measures the extent to which local authorities are bringing dwellings that have been vacant for long periods of time back into occupation.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12		0.00	0.00	0	1405
Q1 11/12		0.00	0.00	0	1405
Q4 10/11	↑ Green	10.00	16.87	154	913
Q3 10/11	↑ Green	7.50	9.64	88	913
Q2 10/11	↓ Amber	5.00	3.72	34	913
Q1 10/11	↓ Amber	2.50	2.41	22	913
Q4 09/10	▬ Green	3.00	23.50	188	800
Q3 09/10	▬ Green	2.25	18.50	148	800

Period	Comment
Q2 11/12	The new Empty Homes Officer was not appointed until June 2011. Her first task is to cleanse the database to ensure denominator figure is accurate. Bringing back empty homes into use is not likely to occur until the second half of the year.

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

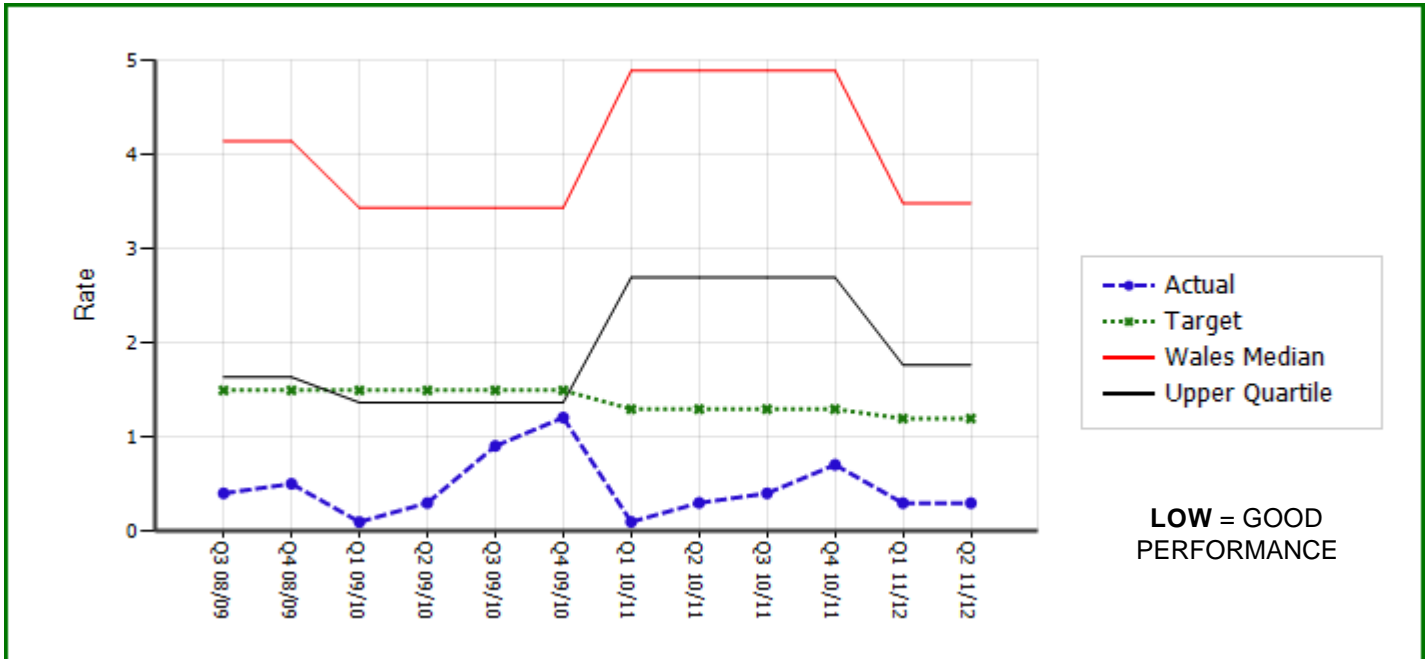
**Medium Risk.** We were ranked third in Wales for this indicator in 2010-11. Although we have no data for the 1st quarter of 2011-12 (due to the vacant Empty Homes Officer post), we remain confident in retaining our upper quartile position due to the significant gap between our performance in 2010-11 and the threshold for upper quartile performance.

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

**Head of Service:** Helena Thomas

**Lead Member:** Cllr Pauline Dobb

**Explanation:** This indicator measures the extent to which the authority contributes to delayed transfers of care. A delayed transfer of care is experienced by an inpatient in hospital that is ready to move on to the next stage of care but is prevented from doing so. The "next stage of care" covers all appropriate destinations within and outside the NHS, i.e. those patients who are unable to be discharged from NHS care, and also patients who are unable to be transferred within the NHS to a more appropriate bed.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Green	1.20	0.30	3	9885
Q1 11/12	Green	1.20	0.30	3	9885
Q4 10/11	Green	1.30	0.71	7	9914
Q3 10/11	Green	1.30	0.40	4	9914
Q2 10/11	Green	1.30	0.30	3	9914
Q1 10/11	Green	1.30	0.10	1	9914
Q4 09/10	Green	1.50	1.21	12	9914
Q3 09/10	Green	1.50	0.91	9	9914

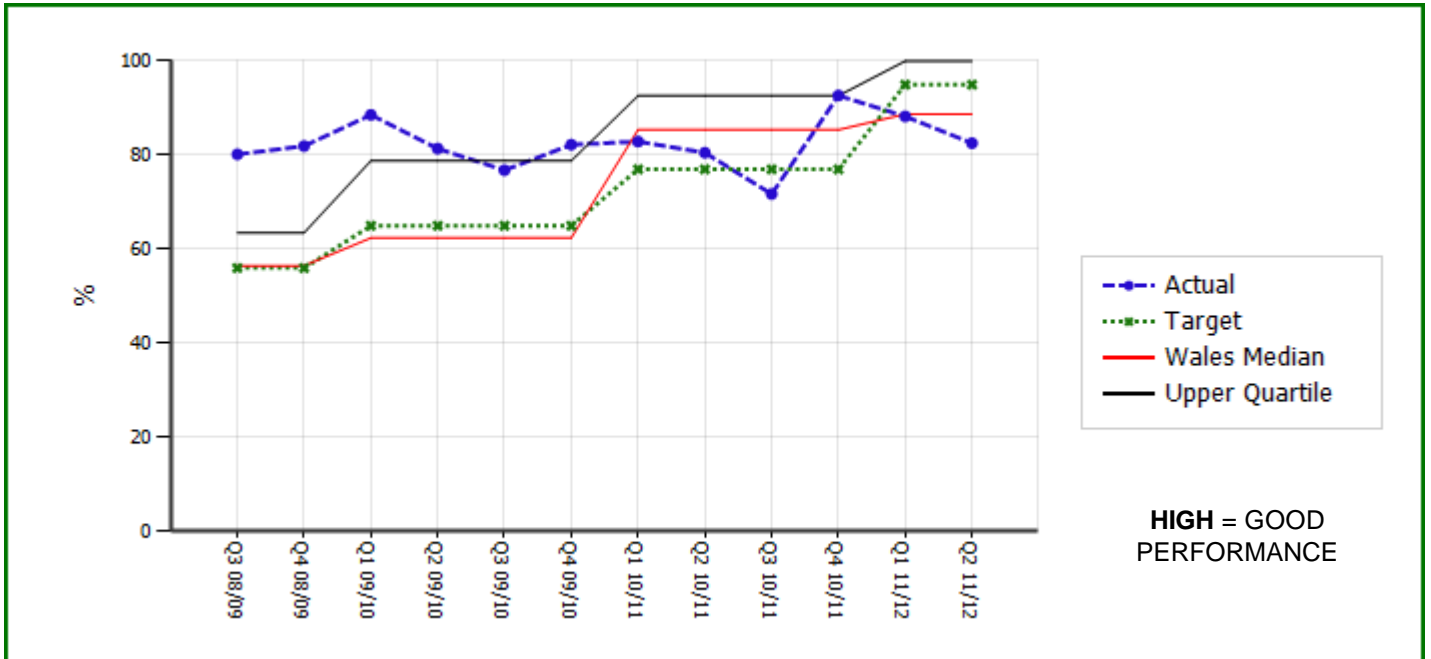
Period	Comment
Q2 11/12	We continue to be on track to meet the the target. No one experienced a dealyed transfer of care during the second quarter.

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

**Low Risk.** We were ranked second in Wales for this indicator in 2010-11, and performanc ein the first quarter on 2011-12 remains ahead of our target.

**SCA019:** The percentage of adult protection referrals completed where the risk has been managed**Head of Service:** Helena Thomas**Lead Member:** Cllr Pauline Dobb

**Explanation:** Safeguarding vulnerable adults is a key responsibility for Social Services. An adult protection referral refers to the point at which a concern or allegation is first logged. This may be as a result of a new referral regarding an individual not previously known to the service which has been occasioned specifically because of adult protection concerns, but it often involves existing clients where abuse has been alleged.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Red	95.00	82.56	71	86
Q1 11/12	Red	95.00	88.24	30	34
Q4 10/11	Green	77.00	92.68	152	164
Q3 10/11	Amber	77.00	71.74	132	184
Q2 10/11	Green	77.00	80.53	91	113
Q1 10/11	Green	77.00	82.89	63	76
Q4 09/10	Green	65.00	82.22	148	180
Q3 09/10	Green	65.00	76.80	96	125

Period	Comment
Q2 11/12	

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

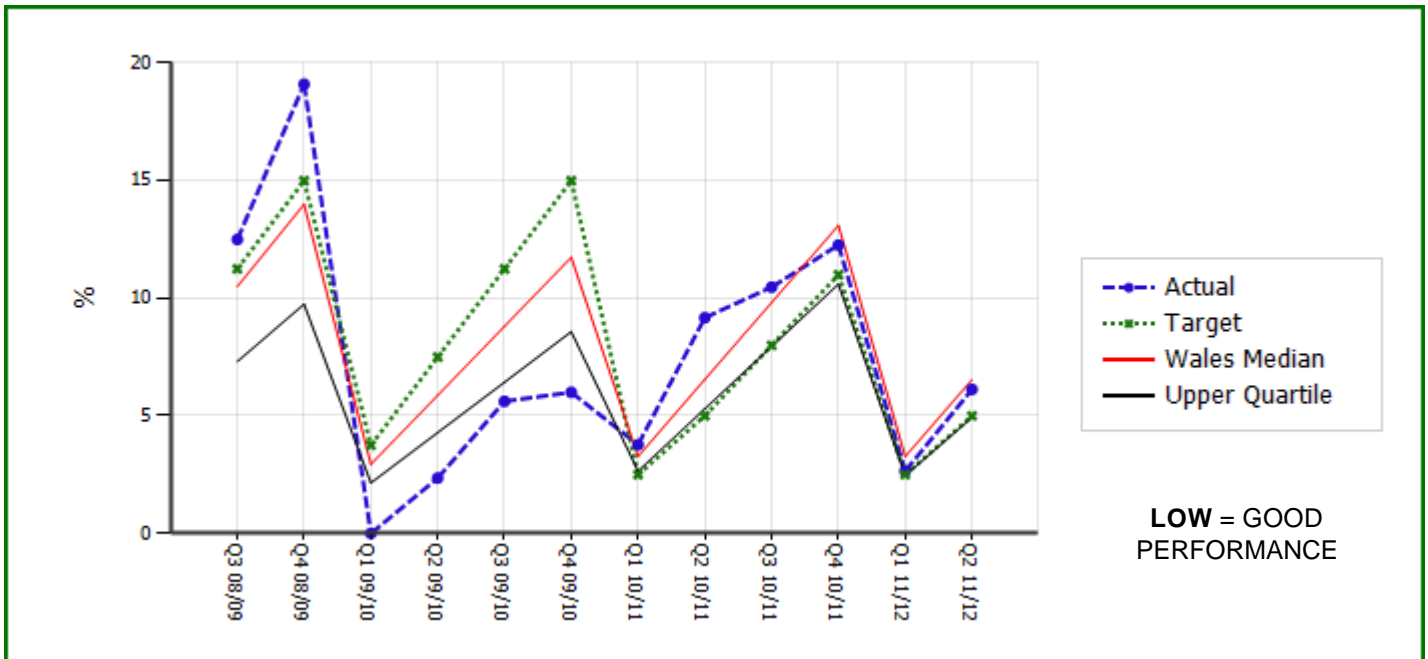
**High Risk.** Our performance has continued to decline during 2011-12 to the point where we remain below target and below the projected Wales median.

**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

**Explanation:** This indicator measures the extent to which local authorities are able to place children with minimum disruption to their education and school life, thus providing a certain degree of stability.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Red	5.00	6.12	6	98
Q1 11/12	Amber	2.50	2.65	3	113
Q4 10/11	Red	11.00	12.26	13	106
Q3 10/11	Red	8.00	10.48	11	105
Q2 10/11	Red	5.00	9.17	10	109
Q1 10/11	Red	2.50	3.77	4	106
Q4 09/10	Green	15.00	6.00	6	100
Q3 09/10	Green	11.25	5.62	5	89

Period	Comment
Q2 11/12	3 further children have experienced school moves during the second quarter. The cohort for this indicator is very small and performance will continue to be monitored closely to ensure that moves are minimised. However, there will always be circumstances where a school move is a positive way forward for a child/young person.

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

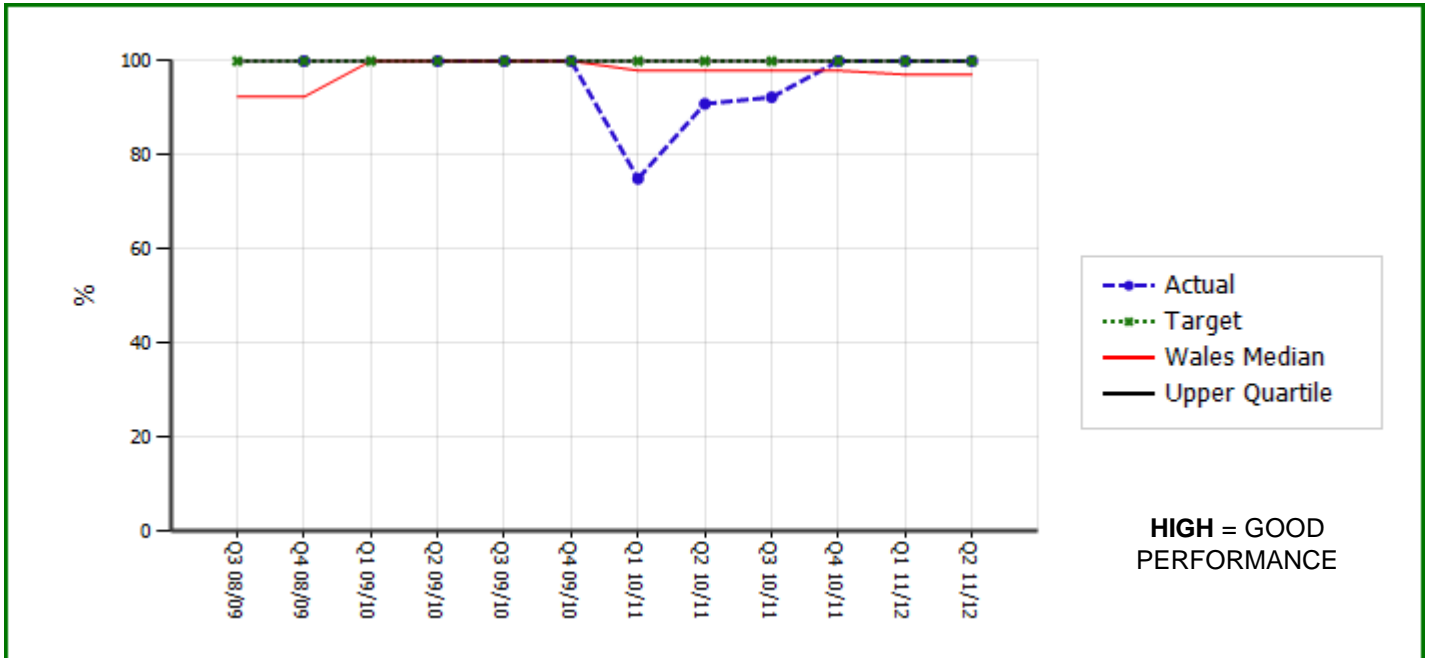
**High Risk.** We performed in the 2nd quartile for this indicator in 2010-11, and the Wales Median for this indicator is fairly static. Our performance for this indicator in 2011-12 looks to be increasing at a higher rate than the Wales median. If this continues at this rate there is the potential for performance to be worse than the Wales median.

**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

**Explanation:** For the transition to independence continuing contact, appropriate accommodation, education and employment are important to improving outcomes for young people leaving care.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Green	100.00	100.00	6	6
Q1 11/12	Green	100.00	100.00	2	2
Q4 10/11	Green	100.00	100.00	12	12
Q3 10/11	Red	100.00	92.31	12	13
Q2 10/11	Red	100.00	90.91	10	11
Q1 10/11	Red	100.00	75.00	3	4
Q4 09/10	Green	100.00	100.00	8	8
Q3 09/10	Green	100.00	100.00	5	5

Period	Comment
Q2 11/12	We were in contact with all the young people included in the cohort for this indicator.

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

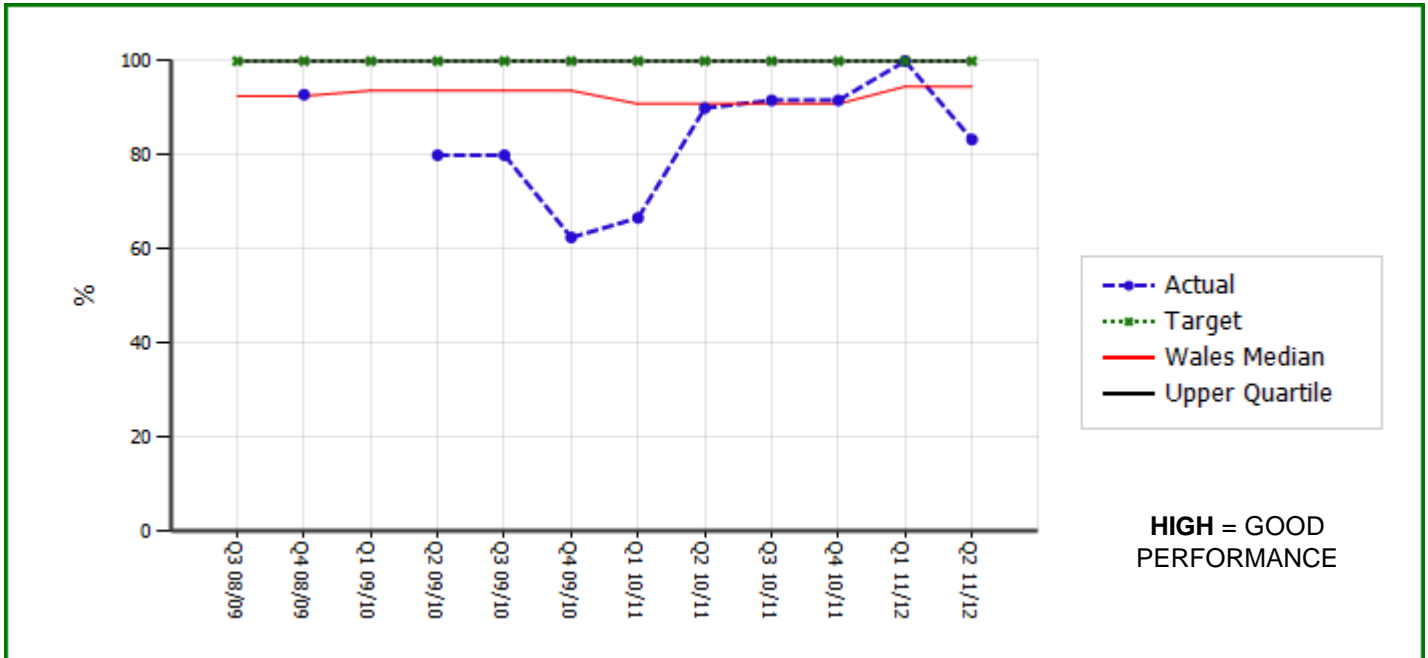
**Medium Risk.** There is a medium risk to achieving top 2 quartile status due to the relatively small cohort meaning that 100% performance is required in order to be successful. However, we have achieved 100% for the past three years.

**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

**Explanation:** For the transition to independence continuing contact, appropriate accommodation, education and employment are important to improving outcomes for young people leaving care.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Red	100.00	83.33	5	6
Q1 11/12	Green	100.00	100.00	2	2
Q4 10/11	Red	100.00	91.67	11	12
Q3 10/11	Red	100.00	91.67	11	12
Q2 10/11	Red	100.00	90.00	9	10
Q1 10/11	Red	100.00	66.67	2	3
Q4 09/10	Red	100.00	62.50	5	8
Q3 09/10	Red	100.00	80.00	4	5

Period	Comment
Q2 11/12	One young person was in custody which is not considered to be suitable accommodation.

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

**High Risk.** We performed in the 2nd quartile for this indicator in 2010-11. However, we expect the Wales Median to increase in 2011-12. Our performance in quarter 2 declined due to a single occurrence. The small cohort size makes this indicator volatile.

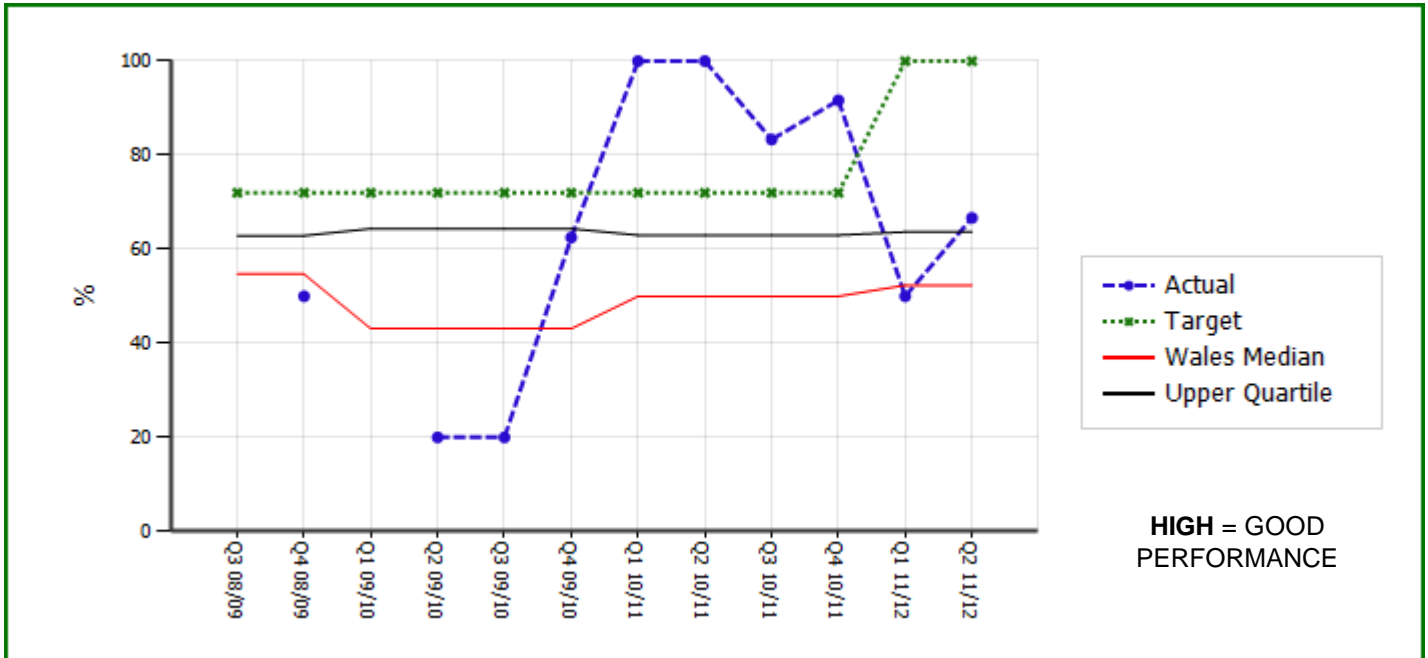


**SCC033c:** The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19

**Head of Service:** Leighton Rees

**Lead Member:** Cllr Morfudd Jones

**Explanation:** For the transition to independence continuing contact, appropriate accommodation, education and employment are important to improving outcomes for young people leaving care.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	🟡 Amber	100.00	66.67	4	6
Q1 11/12	🔴 Red	100.00	50.00	1	2
Q4 10/11	🟢 Green	72.00	91.67	11	12
Q3 10/11	🟢 Green	72.00	83.33	10	12
Q2 10/11	🟢 Green	72.00	100.00	10	10
Q1 10/11	🟢 Green	72.00	100.00	3	3
Q4 09/10	🔴 Red	72.00	62.50	5	5
Q3 09/10	🔴 Red	72.00	20.00	1	2

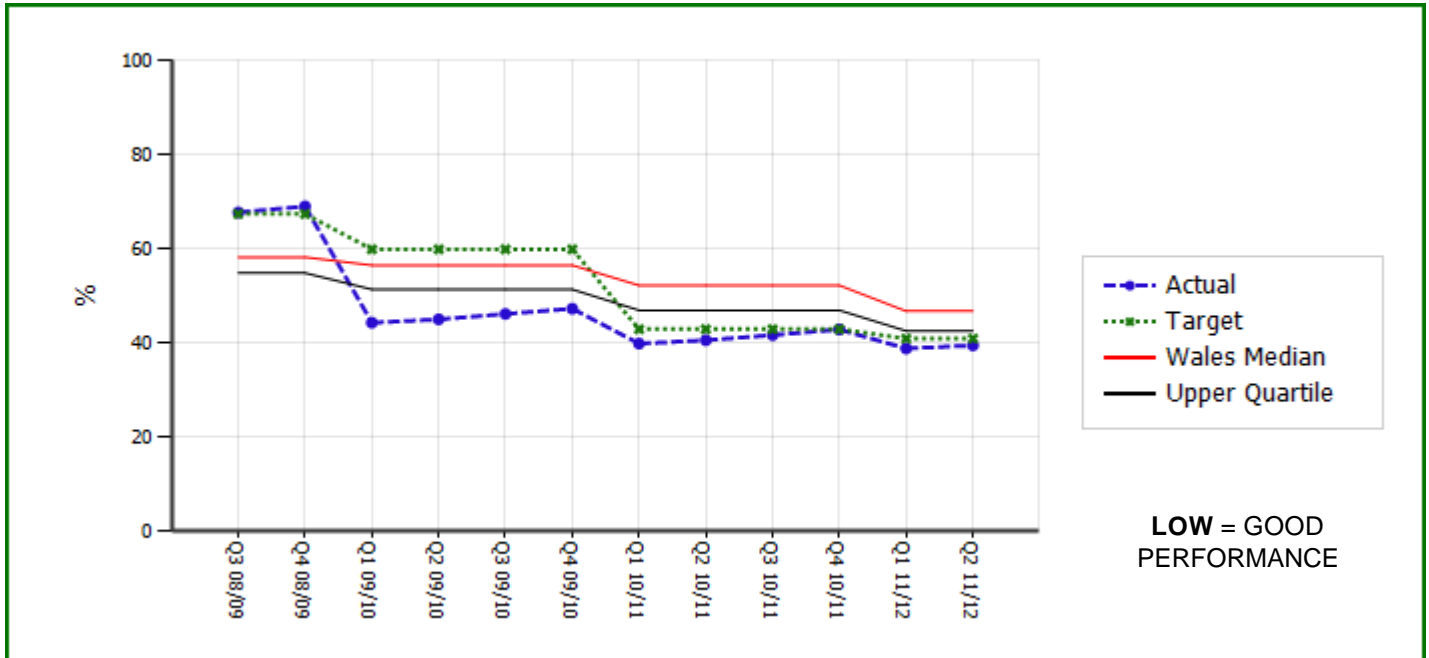
Period	Comment
Q2 11/12	2 young people were NEET. One young person was in custody whilst the second young person was suspended from her course due to pregnancy.

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

**Medium Risk.** We were ranked 1st in Wales for this indicator in 2010-11. However, the cohort for this indicator is small makes any occurrence significant. The lower Wales median and upper quartile boundaries reduce the risks associated with 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

**Explanation:** Reducing the amount and percentage of local authority collected municipal waste sent to landfill is a national priority, as detailed in the Wales Waste Strategy. This indicator will allow us to monitor trends in the diversion of waste away from landfill disposal.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Green	41.00	39.55	8924.19	22562.02
Q1 11/12	Green	41.00	38.90	4375.77	11248.51
Q4 10/11	Green	43.00	42.94	18892.14	43997.39
Q3 10/11	Green	43.00	41.75	13894.50	33278.69
Q2 10/11	Green	43.00	40.65	9582.92	23575.26
Q1 10/11	Green	43.00	39.93	4799.72	12018.84
Q4 09/10	Green	60.00	47.36	21042.64	44427.53
Q3 09/10	Green	60.00	46.25	15756.50	34071.09

Period	Comment
Q2 11/12	

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

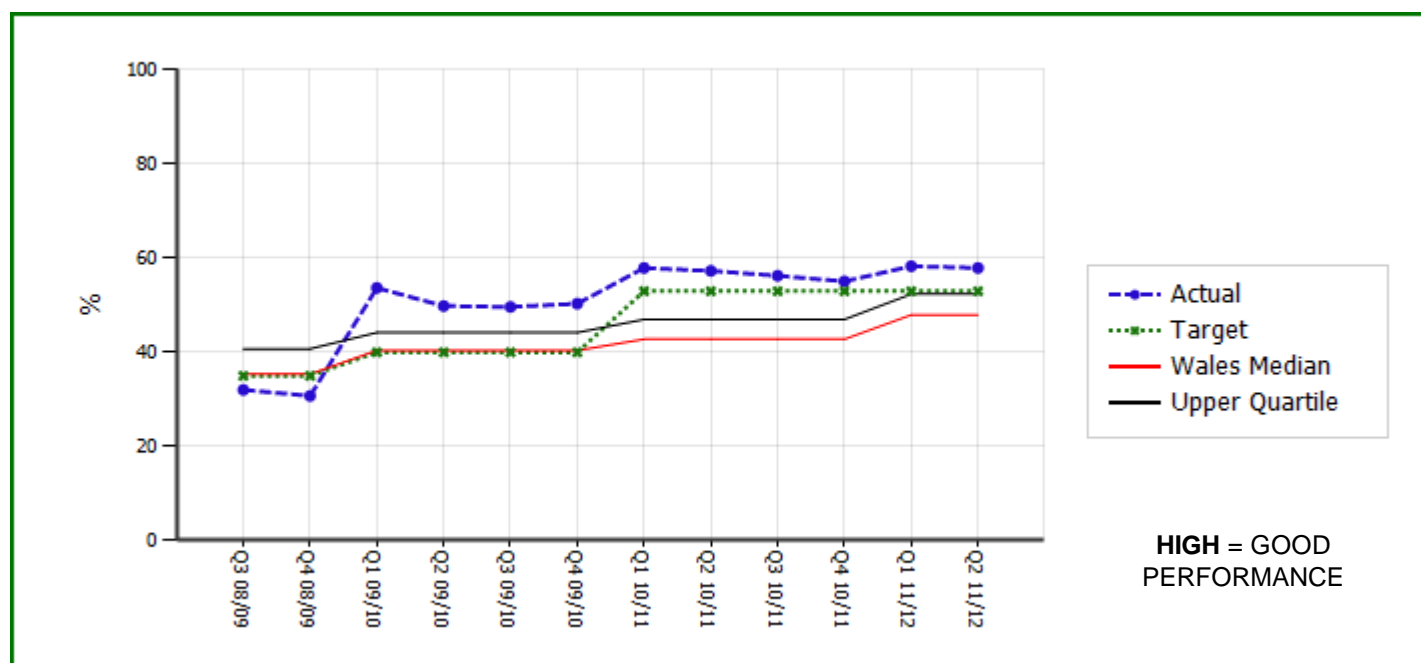
**Low Risk.** We were ranked fourth in Wales for this indicator in 2010-11. Although we expect the upper quartile threshold to improve in 2011-12, our target is still appropriate to meeting that challenge. Performance for quarter 2 in 2011-12 also exceeds our target.

**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

**Explanation:** Waste reduction, recycling, re-use and composting are key national priorities, as detailed in the Wales Waste Strategy. This indicator measures how well authorities are performing overall in these areas.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Green	53.00	57.94	12328.04	21275.95
Q1 11/12	Green	53.00	58.31	6165.60	10573.32
Q4 10/11	Green	53.00	55.08	23958.47	42390.02
Q3 10/11	Green	53.00	56.28	18609.47	31984.02
Q2 10/11	Green	53.00	57.32	13476.33	22479.39
Q1 10/11	Green	53.00	57.93	6608.86	11414.41
Q4 09/10	Green	40.00	50.34	42177.34	83789.15
Q3 09/10	Green	40.00	49.65	20483.19	41256.12

Period	Comment
Q2 11/12	

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

**Low Risk.** We were ranked first in Wales for this indicator for 2011-12. Although we expect the upper quartile threshold to improve in 2011-12, our target is still appropriate to meeting that challenge. Performance for quarter 2 in 2011-12 also exceeds our target.



# Corporate Plan 2011 - 2012

## Summary Report

# Corporate Plan 2011 - 2012

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## Corporate Plan Outcome 1



Older people are able to live independently for longer

### Outcome Indicators: Annual

Title	Actual	Target	RAG
The percentage of Extra Care flats occupied		95.00	

### Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The percentage of clients who are supported in the community during the year aged 65+	79.33	87.00	🔴 Red
The percentage of people no longer needing a social care service following involvement from the reablement and intake service	64.00	55.00	🟢 Green
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	25.16	25.75	🟢 Green

### Performance Measures: Annual

Title	Actual	Target	RAG
The number of additional Extra Care Flats		21.00	

### Performance Measures: Quarterly

Title	Actual	Target	RAG
The number of older people receiving telecare services	122.00	400.00	🟡 Amber
The number of people receiving reablement and intake service	874.00	250.00	🟢 Green
The percentage of carers of adult service users who were offered an assessment in their own right during the year (SCA018a)	72.94	85.00	🔴 Red
The percentage of older people having their needs and care plan reviewed on time	74.38	90.00	🔴 Red

### Improvement Activity

Title	RAG
Enhance the range of services available to carers that promote informal care arrangements and prevent breakdown	🟢 Green
Further develop reablement in Extra Care Housing	🟢 Green
Further develop reablement in sheltered housing	🟢 Green
Further develop reablement with housing support providers	🟢 Green
Further develop reablement with independent sector providers	🟢 Green
Open Llys Awelon (Ruthin Extra Care)	🟢 Green
Progress Plans for Extra Care Housing in Denbigh	🟡 Amber
Re-launch Direct Payments	🟢 Green
Review and reconfigure day services to support the delivery of options that both promote independence and are cost effective	🟡 Amber
Strengthen the focus and timeliness of reviews to actively consider the appropriateness of reducing care packages and/or replacing services with those that promote independence	🟢 Green

## Corporate Plan Outcome 2



People with learning disabilities are able to live independently for longer

### Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The rate of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	0.52	0.55	🟢 Green
The rate of adults with learning disabilities helped to live at home increased	3.97	4.20	🟡 Amber

### Performance Measures: Quarterly

Title	Actual	Target	RAG
The number of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	29.00	32.00	🟢 Green
The numbers of adults with learning disabilities helped to live at home increased	222.00	240.00	🔴 Red

### Improvement Activity

Title	RAG
Build an Intensively Supported Independent Living scheme in Henllan for disabled people	🟡 Amber
Increase commercial activity of in-house work opportunity businesses	🟢 Green
Subject to the outcome of Citizen Directed Support pilot roll out of this approach across the learning disability service	🟢 Green

## Corporate Plan Outcome 3



Community initiatives meet the needs of an increasing population of older and disabled people

### Outcome Indicators: Annual

Title	Actual	Target	RAG
The number of people involved in New Work Connections who feel more involved in the community			
The number of people involved in New Work Connections who identify that they are looking after themselves better			
The number of people involved in New Work Connections who feel more confidence generally			
The number of people involved in New Work Connections who identify that they take more pride in themselves			
The number of people involved in New Work Connections who can relate better to others			
The number of people involved in New Work Connections who are introduced to healthier activities			
The number of people involved in New Work Connections who feel more organised in day to day life			

### Outcome Indicators: Quarterly

Title	Actual	Target	RAG
New Work Connections: The number of people who were economically inactive and unemployed who have been supported into Employment, Education or Training	5.00	42.00	Red

### Performance Measures: Annual

Title	Actual	Target	RAG
Benefit and tax credit gains confirmed (£)		7000000.00	
Debts resolved (£)		15000000.00	
The number of communities engaged in developing sustainable support networks for older people		6.00	
The number of individuals taken above the UK and Welsh Assembly Government poverty lines		1000.00	
The percentage completion rate for the 16 week National Exercise Referral Scheme intervention programme		41.00	



## Corporate Plan Outcome 3



Continued ...

### Performance Measures: Quarterly

Title	Actual	Target	RAG
New Work Connections: The number of people gaining qualifications		30.00	
New Work Connections: The number of people helped into paid employment		7.00	
New Work Connections: The number of people helped into volunteering			
New Work Connections: The number of people participating	95.00	60.00	■ Green
The number of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	29.00	32.00	■ Green
The number of disabled people (including mental health and age related) who participate in disability sport sessions	1500.00	4250.00	■ Red
The number of older people (aged 50 or over) enrolled on the "First Click" programme	459.00	400.00	⬆ Green
The number of people involved in the "tele-buddies" scheme	62.00	40.00	⬆ Green
The rate of older people (aged 65 or over) participating in physical activity and wellbeing opportunities through day centres, and other community based settings	0.00		

### Improvement Activity

Title	RAG
Community Initiative: Citizen Empowerment Model (provide a framework for older people to enable people over 50 to move from where they are in their lives to where they want to be)	⬆ Green
Community Initiative: Free Swim (implement the national free swim agenda for young and older people)	⬆ Green
Community Initiative: New Work Connections (provide opportunities for older people to become mentors to help people find employment)	⬆ Green
Community Initiative: Tele-Buddies (pilot a telephone befriending service)	⬆ Green
Community Initiative: Telecare (roll out a personal care response service)	⬆ Green
Ensure that older people have a direct say in the priorities for our annual training programme	⬆ Green
Evaluate the impact that extra care and reablement have on people's sense of wellbeing	⚠ Amber
First Click: Computer Skills for Older People	⬆ Green
Implement our Older People's Development Strategy and WAG Dignity programme for older people	⬆ Green
National Exercise Referral Scheme	⬆ Green
Protection of Vulnerable Adults guidance and implementation	⬆ Green
Recruit and train up to 6 older people from the citizens of Denbighshire and support them to promote and cascade the messages of the WAG Dignity in Care programme to other older people	⬆ Green
Review person centred planning and to assess the appropriateness of developing this approach for people with disabilities	⬆ Green
Work in partnership with communities and the third sector to encourage independence (this will include developing six new community based initiatives)	⬆ Green
Work with Leisure Services to promote and develop opportunities for older people to participate in leisure activities linked to our reablement strategy	⬆ Green

## Corporate Plan Outcome 4



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

### Outcome Indicators: Annual

Title	Actual	Target	RAG
The average points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (Rhyl)	314.00	400.00	Red
The average points score for pupils aged 17 at the preceding 31 August in schools maintained by the local authority (Rhyl)		810.00	

### Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The incidence of criminal damage in Rhyl	47.00	59.50	Green
The relative reduction in Job Seekers Allowance claimants in each LSOA area in Rhyl	3.50	3.42	Red

### Performance Measures: Annual

Title	Actual	Target	RAG
Reduce the number of people below the 60% poverty line		732.00	
The additional number of Houses in Multiple Occupation (HMO's) taken through the licensing scheme		30.00	
The percentage of year 11 pupils who continue in full time education in Rhyl		80.00	

### Improvement Activity

Title	RAG
Apollo Cinema Refurbishment	Green
Bee and Station Office Scheme	Green
Completion and publication of Rhyl Strategic Regeneration Framework	Green
Delivery of Rhyl Town-Scape Heritage Initiative	Green
Forydd Harbour Cycle and Pedestrian Bridge	Red/Amber
Forydd Harbour Phase 2: commercial units, square and quay wall extension	Red/Amber
Project NEET: Rhyl	Green
Purchase of properties within Strategic Regeneration Area	Green

## Corporate Plan Outcome 5



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

### Outcome Indicators: Annual

Title	Actual	Target	RAG
The ratio of average house prices to average earnings		6.84	

### Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The relative reduction in economic inactivity	26.20	27.50	Green
The relative reduction in Job Seekers Allowance claimants in Denbighshire	0.30	0.21	Green

### Performance Measures: Annual

Title	Actual	Target	RAG
Reduce the number of people below the 60% poverty line		732.00	
The number of social enterprises assisted		18.00	
The total number of businesses receiving assistance from the council			

### Improvement Activity

Title	RAG
Celtic Authentic Niche Tourism Advancing the Atlantic Area CANTATA II Project	Green
Denbighshire County Council Business Grants	Green
Denbighshire County Council Community Grants	Green
Skills Forum	Green
Wales Ireland Network for Social Enterprise (WINSENT) Project	Green
Welsh Housing Quality Standards	Green

## Corporate Plan Outcome 6



The rate of decline in the rural economy will be reduced

### Outcome Indicators: Annual

Title	Actual	Target	RAG
Reduce decline in rural businesses: total number of micro enterprises receiving assistance		7.00	
Reduce decline in tourism sector: gross number of additional visitors		3000.00	

### Performance Measures: Annual

Title	Actual	Target	RAG
The gross number of jobs created in rural micro businesses	21.00	13.00	■ Green
The number of new and existing micro rural enterprises (<10 employees) financially assisted	34.00	29.00	■ Green
The number of village facilities improved		12.00	

### Improvement Activity

Title	RAG
Denbighshire Rural Key Fund	● Green
Destination Denbighshire Project	● Red
Grants for Micro Business	● Green
Green Tourism Project	● Green
Rural Denbighshire Business Creation and Development Project	● Green

## Corporate Plan Outcome 7



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

### Outcome Indicators: Annual

Title	Actual	Target	RAG
The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	436.00	440.00	↓ Amber
The percentage of pupils achieving level 2 threshold including English/Welsh and Maths	52.00	52.50	↑ Amber
The percentage of pupils achieving level 2 threshold or vocational equivalents	70.00	66.00	↑ Green
The percentage of pupils achieving the Core Subject Indicator at Key Stage 1	79.80	83.50	↓ Red
The percentage of pupils achieving the Core Subject Indicator at Key Stage 2	82.30	79.50	↑ Green
The percentage of pupils achieving the Core Subject Indicator at Key Stage 3	65.50	66.50	↓ Red
The percentage of pupils achieving the Core Subject Indicator at Key Stage 4	49.00	50.00	↑ Amber

### Performance Measures: Annual

Title	Actual	Target	RAG
The number of school days lost due to fixed-term exclusions (5 days or fewer) during the academic year, in secondary schools			
The number of school days lost due to fixed-term exclusions (6 days or more) during the academic year, in secondary schools			
The percentage attendance (school sessions) by pupils of compulsory school age during the academic year, in all maintained secondary and special schools			

### Improvement Activity

Title	RAG
Complete formal consultation for the Edeyrnion Review	● Green
Inclusion: Establish professional learning communities at regional, local and school level in order to promote and disseminate good practice across all Key Stages	
Inclusion: Review systems of tracking attendance and exclusion, set realistic targets, review use of lesson monitor to ensure that attendance is accurately monitored	
School Performance: Conduct a review of Foundation Phase	
School Performance: Conduct a review of the welsh teacher advisory service in order to ensure that there is parity across the Key Stages	
School Performance: Conduct an annual school self assessment and evaluation process in all schools	
School Performance: Undertake termly performance reviews with secondary schools and provide secondary governing bodies with termly updates on school performance	
School Performance: Work with secondary schools to ensure that the curriculum offer is fit for purpose	

## Corporate Plan Outcome 8



Residents and visitors to Denbighshire have access to a safe and well managed road network

### Outcome Indicators: Annual

Title	Actual	Target	RAG
The percentage of principal (A) and non-principal (B) roads that are in overall poor condition (THS012)		8.50	

### Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The percentage of Category C (Streetworks) inspections that are carried out within the prescribed timescale		50.00	
The percentage of total penalty charge notices issued that relate to on street infringements	68.83	70.00	🟡 Amber
The total number of accidents involving Injury per km of highway		0.19	
The total number of accidents involving serious or fatal injury per km of highway		0.03	

### Performance Measures: Annual

Title	Actual	Target	RAG
The average number of calendar days taken to repair street lamp failures during the year (THS009)		1.00	
The number of participants (age 9-11) in Cycle Training		700.00	
The numbers of participants in Pass Plus where the Council has subsidised		110.00	
The percentage of highway in red/yellow bands of SCRIM measure (skid resistance)		1.16	
The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance		87.00	
The percentage take up of children's Traffic Club (age 3-4.5)		35.00	
The total amount of highways related insurance costs (£s) per km of local authority road network			

### Performance Measures: Quarterly

Title	Actual	Target	RAG
The percentage of roads that have an overall poor Road Condition Index			

### Improvement Activity

Title	RAG
Bridges Maintenance Programme	🟢 Green
Continue programme of Kerbcraft training and cycle training	🟢 Green
Develop and expand use of the Highways Asset Management System	🟡 Amber
Highways Asset Management: Implementation of symology as a complete Highway Asset Management software package	🟡 Amber
Roads and Highways Capital Maintenance Programme	🟢 Green
Task & Finish Group looking at residential parking policy	🟢 Green
Task & Finish Group review of parking enforcement	🔴 Red
Traffic Scheme Programme	🟢 Green
Work with partners to reduce road casualties on the county road network to achieve government targets	🟢 Green

## Corporate Plan Outcome 9



### Properties have a reduced risk of flooding

#### Outcome Indicators: Annual

Title	Actual	Target	RAG
The number of properties with a reduced risk of flooding as a result of programmed work	580.00	665.00	⬆️ Red
The percentage of properties at high risk of flooding where the risk of flooding has been reduced	3.92	4.49	⬇️ Red

#### Performance Measures: Annual

Title	Actual	Target	RAG
The number of people accessing information via electronic means e.g. the website		1200.00	
The number of people engaged in public events / leafleting		1000.00	
The number of pupils participating in flood awareness activities in schools		500.00	

#### Improvement Activity

Title	RAG
Coastal Defence Strategy	⬆️ Green
Contractor appointment	⬇️ Green
Schools flood awareness project	⬇️ Green

<b>Outcome Agreement Theme</b>	<b>Outcome for the citizens of Denbighshire</b>
1. Improved quality and length of life, with fairer outcomes for all	Identified young people aged between 9 -16 in the most deprived wards in Denbighshire will thrive
2. Good social care allows people a better quality of life	People have an alternative to residential care and can live independently within the community
3. A strong and prosperous economy helps reduce poverty	Denbighshire’s residents will be lifted above the UK and WG 60% median income poverty lines (after housing costs) and have their financial quality of life improved
4. Children and young people grow up as active citizens and achieve the highest possible standards of wellbeing	Services for disabled children and their families are seamless and well co-ordinated
5. People have the education and skills to live prosperous, fulfilled lives	Children and young people in Denbighshire have the education and skills to enable them to reach their full potential
6. Communities are vibrant and safe, with access to good housing and sustainable transport	Anti-Social Behaviour and Alcohol Related Crime are reduced
7. Wales is an energy efficient, low carbon and low waste society	Denbighshire manages waste sustainably
8. The environment is protected and sustainable	The risk of coastal flooding in West Rhyl will be reduced and communities will be aware of flood risks and have developed community resilience
9. Our language, culture and heritage thrives	More children and young people will become active participants in sport activities
10. Public services are efficient and provide value for money	Efficiency savings are realised through improved contracting and the cost of the procurement process is reduced



**Report To:** Cabinet  
**Date of Meeting:** 13<sup>th</sup> December 2011  
**Lead Officer:** Councillor D A J Thomas  
**Report Author:** Mark Dixon  
**Title:** Denbigh Town Plan

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**1. What is the report about?**

The report is about the town plan which has been prepared for Denbigh.

**2. What is the reason for making this report?**

The County Council has invited the town councils, and the business, community and voluntary sectors in each of its main towns to join together to develop Town Plans. Cabinet is requested to confirm support for the Denbigh Town Plan on behalf of the County Council.

**3. What are the Recommendations?**

To support the proposed town plan for Denbigh.

**4. Report details.**

The town plan sets out the current situation in the town, the key challenges and opportunities which it will face over the next decade, a vision which will provide it with a sustainable future, and realistic and achievable actions which will deliver that vision.

The proposed town plan for Denbigh is attached as the annex to the report.

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

Preparing town plans will assist the County Council achieve its strategic objective of “bringing the Council closer to the community” and the outcomes for its corporate priority for regeneration.

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

There are no costs arising directly from supporting the proposed town plan considering whether the structure and nor are there any consequences for other services. Any of the actions proposed which have not already been agreed previously will need to be considered through relevant statutory or business planning processes at the appropriate time.

**7. What consultations have been carried out?**

A workshop for members took place on 14<sup>th</sup> March 2011 about the purpose and structure of the town plans and this was also an agenda item at the Cabinet briefing on 5<sup>th</sup> April 2011, at the Senior Leadership Team meeting on 19<sup>th</sup> May 2011 and at Communities Scrutiny Committee on 27<sup>th</sup> October 2011.

All Heads of Service were invited to participate at every step in the development of the draft plan and it has been discussed by the Senior Leadership Team. It has been considered by the Denbigh Member Area Group at a joint meeting between the county councillors from the Denbigh Area and members of Denbigh Town Council. It has been discussed at a meeting to which students of the town's three schools which provide secondary education were invited and also with members of the town's Business Group. It has also been the subject of a public consultation on the council's website and in the town's library. Reference will be made to any additional comments received at the meeting.

**8. Chief Finance Officer Statement**

The cost and funding implications of any actions not already agreed arising from the plan would have to be considered and approved on an individual basis.

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

The risk of not adopting all the town plans before the next County Council election has been reduced by including them in the Cabinet forward work programme for the meetings leading up to March 2012.

**10. Power to make the Decision**

Section 2 of the Local Government Act 2000 gives the Council the power to do anything which it considers is likely to promote or improve the economic, social and environmental well-being of the area.

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# **DENBIGH TOWN PLAN**

# **2012-2020**

“Looking Forward Together”



# Introduction

Denbighshire County Council has adopted a strategic aim of being “a high performing council closer to the community”.

To help achieve this aim, the County Council is inviting the town and community councils and the businesses, community and voluntary sectors in each of its main towns and the smaller outlying communities which relate to them to join together to develop “town plans”. These will be living documents which will be subject to regular reviews and will set out

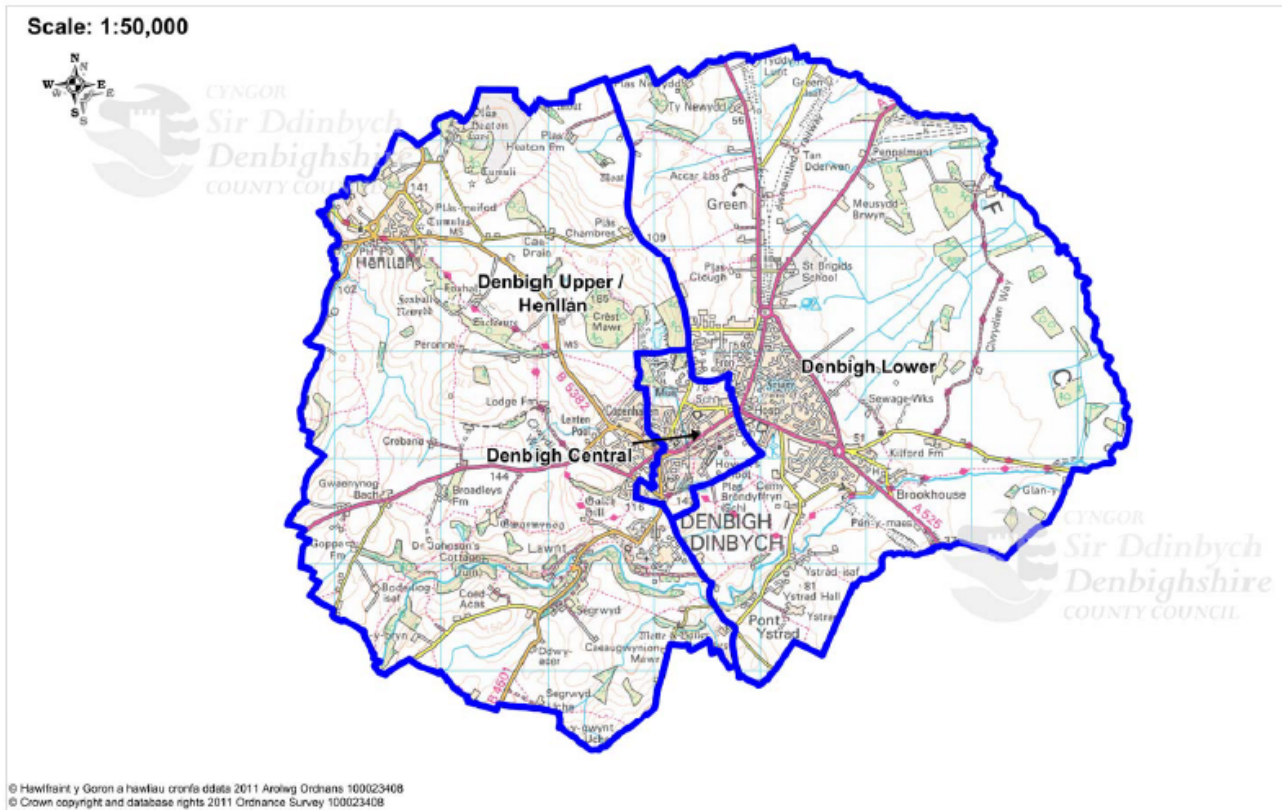
- the current situation in the towns
- the key challenges and opportunities which they will face over the next decade
- a vision for each town which will provide it with a sustainable future, and
- realistic and achievable actions which will deliver that vision.

Denbigh is a medieval market town, steeped in history and dominated by the castle built during the reign of Edward I. The town, which prospered during Tudor times when the market place grew outside the town walls, today boasts over 200 listed buildings. The older parts of the town have close knit narrow streets, some grand medieval merchants' houses and many terraced houses, which retain the sense of the medieval town plan. Much of the town is now designated a Conservation Area. The High Street with its 16th century county hall (now the library) has an interesting mixture of shops and public houses.

During the 19th century, the North Wales Hospital was built on the outskirts of the town which at its height employed 700 staff and was the town's largest employer. The main hospital closed in the 1990's with the closure of the Gwynfryn facility following in 2002. The in-patient services which were previously provided at the Hospital were re-located elsewhere. The livestock mart also left the town in the 1990's when the new facility was opened on the outskirts of Ruthin and the site which was vacated became the food store that is now Morrison's. The Colomendy Industrial Estate which was developed in the latter part of the 20th century is the county's largest general industrial site and has provided new types of employment for the area.



## Map showing the wards in the Denbigh area



The town has two publicly funded schools providing secondary education (Denbigh High School and St Brigid's) and a private school (Howell's). It has a theatre (Theatr Twm o'r Nant) and a leisure centre with a swimming pool and is a hub to a number of rural villages and settlements - many of which also have an interesting past. The area spans the scenic Vale of Clwyd, with the Clwydian Range on one side and Mynydd Hiraethog (Denbigh Moors) on the other with the River Clwyd running through the Vale. Housing growth during the second half of the 20th century has been primarily focussed in lower Denbigh.

The population of the town of Denbigh is 8,783.

The area around the town of Denbigh which the public authorities use to plan their services also includes Llandyrnog and Llanrhaeadr-yng-Nghinmeirch and these wards are the home to a further 4,712 people.

# Where we are now

## People

Compared to the county as a whole, the town of Denbigh has

- fewer people aged over 65,
- the same percentage of over 85's,
- more young people under 15,
- fewer households claiming housing or Council Tax benefit except in part of the Denbigh Upper & Henllan ward where the percentage is twice the county average, and
- the same proportion of households are overcrowded except in part of the Denbigh Upper & Henllan ward where the percentage is more than twice the county average.

## Community

Compared to the county as a whole, more people in the town of Denbigh

- have been born in Wales, and
- can speak Welsh.

The crime rate in the Denbigh Central ward is substantially higher than the average rate for the County, with incidences of Violence Against the Person and Criminal Damage being particularly high. Elsewhere in the town the crime rate is either average or, in the case of the Denbigh Lower ward, below average.

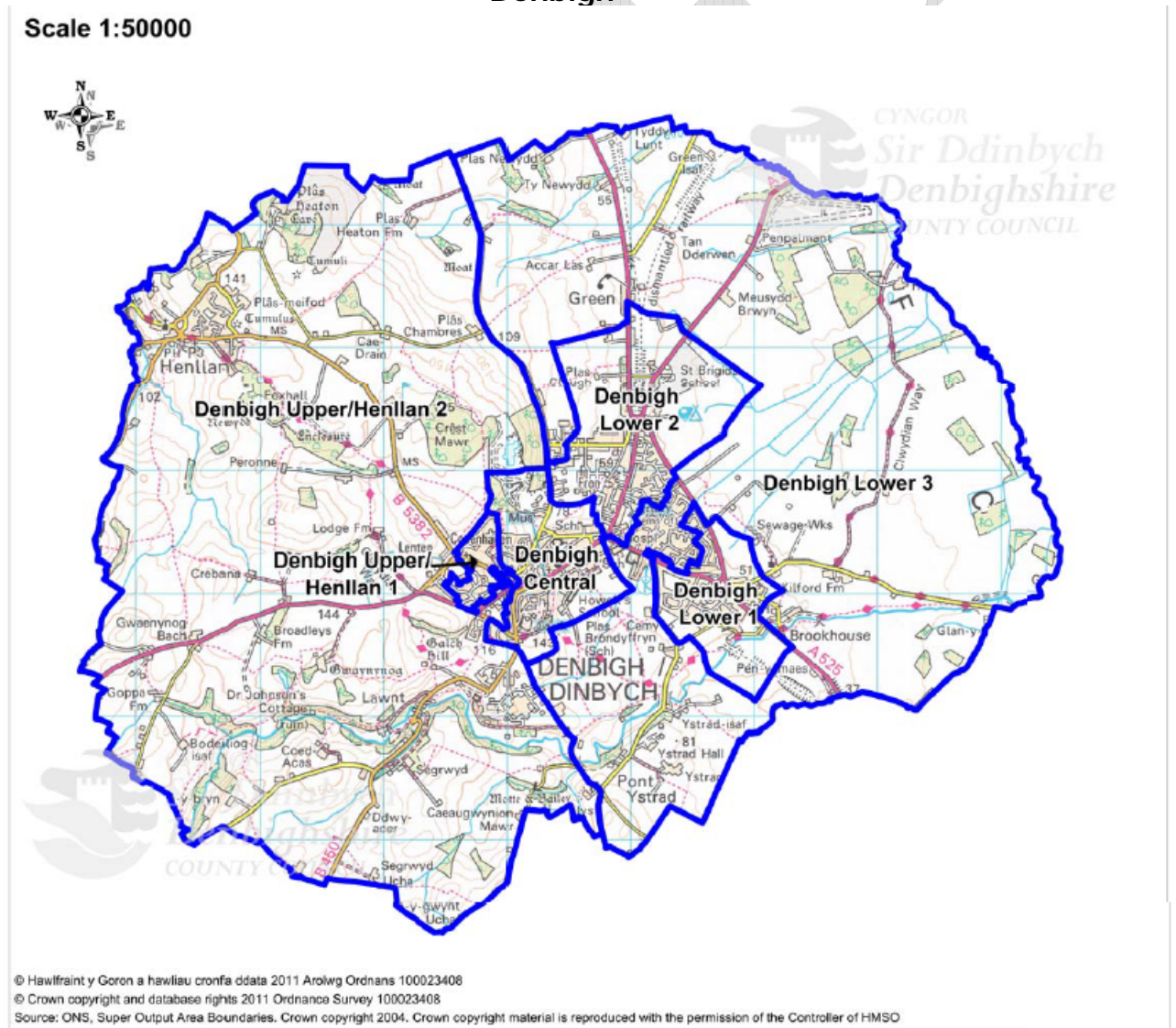
There is a strong ethos of community enterprise in the town which has enabled the provision of facilities by the third sector where they have not been provided by the public sector.

The Welsh Government uses a formula to measure deprivation called the "Welsh Index of Multiple Deprivation". Wales is split into 1896 areas which are smaller than County Council wards. Each area is then ranked with the most deprived given a score of 1 and the least deprived as score of 1896. The scores in different years are not directly comparable because the way in which the index is calculated changes over time.

"Lower layer super output area"	Ranking in 2005	Ranking in 2008	Ranking in 2011
Town			
Denbigh Central	1049	1030	881
Denbigh Lower 1	1806	1805	1832
Denbigh Lower 2	1654	1702	1767
Denbigh Lower 3	1474	1558	1595
Denbigh Upper & Henllan 1	273	199	160
Denbigh Upper & Henllan 2	912	879	782
Surrounding Area			
Llandyrnog	1428	1301	1384
Llanrhaeadr yng Nghinmeirch	1359	1300	1422

In the 2011 edition of the Index, part of the Denbigh Upper & Henllan has moved up to be amongst the 10% most deprived areas in Wales and as such potentially qualifies for assistance through the Communities First programme. Part of the index which relates to how easy it is for people to access services such as schools, clinics, shops and leisure centres and the Llanrhaeadr ward is considered to be amongst the 10% most deprived in Wales in this regard with the Llandyrnog ward being in the 20% most deprived.

**Map showing the Lower Super Output Areas in Denbigh**



## Jobs

Compared to the county as a whole,

- more people who live in Denbigh work in the public sector (and more people in Denbighshire work in this sector than in any other local authority area in Great Britain),
- fewer people work in retail
- the same percentage of people work in manufacturing (which is lower than in Wales as a whole)
- fewer residents of the town commute more than 20km to work
- fewer people commute more than 20km to work in the town, and
- the same percentage of people of working age claim Job Seekers' Allowance.

Annual household incomes in the Denbigh Lower ward are much higher than the average for Wales with those in the rest of the town being lower than average.

## The place

Denbigh has the highest percentage of vacant town centre units in the county although this is still broadly similar to the average level for the UK.

### Vacancy rates for retail premises – Autumn 2010

Denbigh	14.2%	(16 units)
UK	13.7%	(Colliers International)

The principal attraction in the town currently is the castle which had 9,747 visitors in 2010.

The number of bed spaces in graded visitor accommodation in the town has jumped from 8 to 31 over the last couple of years.



# Future challenges and opportunities

## People

A development to enable the conservation of the historic buildings at the former North Wales Hospital could potentially provide new homes and employment opportunities on the site.

Cymdeithas Tai Clwyd has bought the former Autoworld site in Smithfield Road with the intention of providing new homes for young people.

The former school site in Middle Lane is no longer in use and could be redeveloped with its proximity to the town centre making it an ideal location for homes for older people.

## Community

The National Eisteddfod is coming to the county in 2013 and the pavilion will be located on the outskirts of Denbigh.

There is an opportunity to provide new community and enterprise facilities for young people on the former Autoworld site to complement the proposed housing development.

Part of the Denbigh Upper & Henllan ward is now amongst the 10% most deprived areas in Wales and potentially qualifies for assistance through the Communities First programme. There is already a dedicated community development worker for the area and a food co-operative is operating from the Margaret Morris Centre.

The Co-operative supermarket is willing to allow community uses on the upper floors of their shop in High Street.

The town already has an accredited museum (Wireless in Wales at Popeth Cymraeg in Lenten Pool) but there are other collections held in the town which are not easily accessible.

There are 3 different types of secondary schools in Denbigh.

## Jobs

Since the Comprehensive Spending Review, which was undertaken following the Westminster election in 2010, the pattern of public sector expenditure which is so important for the jobs of people who live in Denbigh has been subject to on-going changes and restrictions.

There is very little easily accessible employment land left to develop at Colomendy industrial estate limiting both the expansion of current businesses on the estate and the industrial estate itself.

Businesses in the town can access fast broadband services through connections to the Fibrespeed optical fibre link which runs along the A55.

The Station Yard site is being sold to new owners who want to redevelop it for retail uses.

The shops which currently make such an important contribution to the way the town centre looks and feels continue to face strong competition from out-of-town stores across the region and new ways for consumers to get what they want such as on-line retailing and downloadable digital content.

## Place

On street parking impedes the free flow of traffic in Rhyl Road, Portland Place and Barkers Well Lane.

The appearance of the streetscape in the town centre has been significantly improved as a result of the Townscape Heritage Initiative.

Nevertheless, there are still some prominent historic buildings in the town centre which are unused or derelict.

The town's car parks are rather untidy with dated visitor information and the environment in the multi-storey car park is unwelcoming.

Cadw are building a new visitor centre at the castle but signage at the entrance to the town and around the castle is limited and the walk up from the town is steep and would be difficult for people with mobility problems.

It's not easy for visitors to get access to the town walls because they need to get a key to unlock the gate first.

Pollution levels are high in Lenten Pool and on Vale Street

# Vision for Denbigh

We want Denbigh

- to continue to be the main centre of employment and retailing in the Vale of Clwyd,
- where the potential of the castle and walled town as a visitor destination has been realised, and
- where the strong community connections and the high levels of usage of the Welsh language are supported.

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## Making it happen...

<b>...for people</b>			
<i>What we want to achieve</i>	<i>We will achieve this by</i>	<i>This will be led by</i>	<i>By when</i>
There has been an improvement in educational attainment	Reviewing primary school provision in upper Denbigh	County Council Modernising Education	1 year
	Implementing the actions arising from the review of primary school provision in upper Denbigh	County Council Modernising Education	1-5 years
	Reviewing remaining primary provision within Denbigh and the adjoining communities	County Council Modernising Education	1-5 years
	Secure capital funding for improvements to primary and secondary Schools	County Council Modernising Education	5 – 10 years
The housing needs of residents have been met	Potentially providing housing to enable the conservation of the historic buildings at the former North Wales Hospital	Private sector	1-5 years
	Providing housing on the former Autoworld site in Smithfield Road to meet the needs of younger people	Cymdeithas Tai Clwyd	1-5 years
	Considering making the site of the former school in Middle Lane available for a housing development to meet the needs of older people	County Council Housing	1-5 years
People will have greater access to cheaper and better quality food	Providing more allotments	County Council Finance & Assets	1-5 years
Families can socialise together	Providing family focussed activities and establishments	County Council Planning, Regeneration and Regulatory Services County Council Leisure, Libraries & Community Development Business Group	1- 5 years

## Making it happen...

<b>...for the community</b>			
<i>What we want to achieve</i>	<i>We will achieve this by</i>	<i>This will be led by</i>	<i>By when</i>
More resources to tackle the causes of deprivation in part of the Denbigh Upper & Henllan ward	Exploring the possibility of getting access to the Communities First programme funding for the area	Upper Denbigh Community Partnership	1 year
People have a better appreciation of their town's history by being able to access collections held locally	Undertaking a museum feasibility study	Denbigh Museums Group	1 year
	Implementing the recommendations of the museum feasibility study	Denbigh Museums Group	1-5 years
There will continue to be a high percentage of the town's population who speak Welsh	Improving facilities at the town's Welsh primary school by replacing mobile classrooms with permanent buildings	County Council Modernising Education	1-5 years
The town's community facilities will be better and more sustainable	Improving the facilities at Denbigh Town Football, Tennis and Cricket clubs and support the development of new clubs	County Council Leisure, Libraries & Community Development	1-5 years
	Looking into the feasibility of providing toilets in Lower Park	County Council Environment	1-5 years
	Improving the interior the town hall	County Council Leisure, Libraries & Community Development	1-5 years
	Providing a permanent building for the Margaret Morris Centre	County Council Modernising Education	1-5 years
	Providing new facilities for young people to complement the housing development proposed for the former Autoworld site in Smithfield Road	County Council Leisure, Libraries & Community Development	1-5 years
	Providing more flexible public transport for people living in outlying	County Council Highways & Transportation	1-5 years

	communities to make it easier for them to access the facilities in the town		
Residents and visitors not feeling intimidated by people consuming alcohol in public places	Implementing a Designated Public Place Order within the part of the town covered by the 30 mph speed limit	County Council Planning, Regeneration & Regulatory Services	1 year
	Making the area feel safer at night	County Council Planning, Regeneration & Regulatory Services	1 year
A reduction in the amount of dog mess in public places	Consulting on the introduction of a Dog Control Order within the part of the town covered by the 30 mph speed limit	County Council Planning, Regeneration & Regulatory Services	1 year
More social integration between the secondary schools	Providing integrated activities between the schools	Denbigh High School Howell's School St Brigid's School	1 year

## Making it happen...

<b>...for jobs</b>			
<i>What we want to achieve</i>	<i>We will achieve this by</i>	<i>This will be led by</i>	<i>By when</i>
A wider choice of jobs will be available in Denbigh itself	Redeveloping Station Yard to provide new retail units	Private sector	1-5 years
	Allocating easily accessible land for development at the Colomendy Industrial Estate	County Council Planning, Regeneration & Regulatory Services	5-10 years
It will be possible to commute safely and sustainably to jobs which are available elsewhere	Looking into the feasibility of providing a north-south cycle path in the Vale of Clwyd	County Council Highways & Transportation	1 year
	Looking into the feasibility of providing a low carbon public transport link to main employment sites in the area and Rhyl railway station	County Council Highways & Transportation	5-10 years
The businesses which provide employment in the town centre will be more sustainable	Promoting the use of empty shop units	County Council Environment	1 year
	Supporting the renovation of a building to provide a deli in Back Row through the Townscape Heritage Initiative	County Council Planning, Regeneration & Regulatory Services	1 year
	Looking into whether a better market and additional events would be of benefit to the town centre	County Council Planning, Regeneration & Regulatory Services	1-5 years
	Supporting liaison with Howells School to maximise the economic benefit to the town from the spending power of its students and their parents ie. accommodation and shop opening hours	Business Group	1-5 years

More visitors will come to the castle and walls and will spend money in the town	Building a new visitor centre at the castle	Cadw	1 year
	Looking into how access to the castle and town walls could be improved	Denbigh Tourism Group	1 year
	Carrying out small scale improvements to the signage and access arrangements for the castle and town walls	County Council Planning, Regeneration & Regulatory Services	1-5 years
There will be more graded accommodation to enable visitors to stay overnight and spend money in the town	Holding an information workshop for potential B&B operators	County Council Environment	1-5 years
Unused but otherwise sound buildings such as the former Church Institute will be brought back into use for the benefit of the town centre	Being flexible about the uses allowed	County Council Planning, Regeneration & Regulatory Services	1-5 years

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## Making it happen...

<b>...for the place</b>			
<i>What we want to achieve</i>	<i>We will achieve this by</i>	<i>This will be led by</i>	<i>By when</i>
Buildings in the town will look more attractive	Completing the Townscape Heritage Initiative	County Council Planning, Regeneration & Regulatory Services	1 year
	Providing financial support to town centre businesses that want to smarten up the outside of their premises	County Council Environment	1 year
	Getting prominent untidy sites and buildings such as Gwasg Gee, the Crown Hotel, the former cinema in Highgate, 102 Vale Street and the former North Wales Hospital back into use through enforcement action if necessary	County Council Planning, Regeneration & Regulatory Services	1-5 years
The town's public realm will look more attractive	tidying the area around the water feature near Factory Ward car park, and  cleaning up the principal routes used by visitors such as Rosemary Lane and Broomhill Lane	County Council Environment	1 year
	Reviewing the provision of benches including style and number	County Council Environment	1 – 5 years
	Removing time expired temporary notices from lamp posts and telegraph poles	County Council Highways & Transportation, and  Planning, Regeneration & Regulatory Services	1 year

The air quality in Lenten Pool and on Vale Street will have improved	Monitoring NO <sub>2</sub> levels and looking into how they could be reduced	County Council Planning, Regeneration & Regulatory Services	1-5 years
Visitors to the town will have a better experience	Rationalising and improving signs in Factory Ward car park and removing all out of date signs	County Council Highways & Transportation	1 year
	Improving the location of visitor signs in Factory Ward car park  Providing interpretation of water feature near Factory Ward car park  Interpreting the story of Rosemary Lane	County Council Planning, Regeneration & Regulatory Services	1-5 years
	Correcting the times on the toilet block at Factory Ward car park	County Council Environment	1 year
Traffic will be able to circulate freely and safely	Looking into the feasibility of  off street parking on Barker's Well Lane and Rhyl Road  improving the road junction at St Mary's (to complement any new use of the former Church Institute building)  a one way traffic system through the town  better bus stops in the town centre so buses can pull in and won't hold up the traffic  signage for alternative routes to town centre	County Council Highways & Transportation	5-10 years

<p>There will be a better offer for visitors including the development of new attractions and walks</p>	<p>Looking into the feasibility of developing the Chapel Street area into a cultural quarter based on the two chapels, Victorian school room, Gwasg Gee, and Ty Thomas Gee and making more of the link between Beatrix Potter and Gwaenynog Hall and accommodating coach parties</p>	<p>County Council Planning, Regeneration &amp; Regulatory Services</p>	<p>1- 5 years</p>
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## **How will we know if we are on track?**

Annual reviews of progress will be undertaken by the County Council together with Denbigh Town Council. More regular updates will also be provided to the County Council's Member Area Groups and to the Town Council, and also to the wider community through County Voice and through press releases made by Denbighshire County Council. The Plan will be treated as a living document in which aspirations can be added or removed according to changes in circumstances.

## **Who was involved in the production of this plan?**

This plan was produced by Denbighshire County Council following consultations with County Council Councillors and Services, the Town Council, the Business Group, secondary schools and the wider community.

DRAFT

**Report To: CABINET**

**Date of Meeting: 13<sup>th</sup> December 2011**

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

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

**Title: Finance Report**

**1 What is the report about?**

The report gives a forecast position for the council's revenue budget and performance against the budget strategy for 2011/12 as at the end of November 2011. The report also gives a summary update of the Capital Plan, 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 as defined in the Medium Term Financial Plan, the Capital Plan and the Housing Stock Business Plan.

**3 What are the Recommendations?**

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

**4 Report details**

The latest revenue budget forecast is presented as **Appendix 1** and shows a net under spend of £294k on council services (£484k last month). A significant part of the movement between months relates to the approval to fund a capital scheme in Highways which removes £250k from the total under spend. There are also variances within some services compared to original forecasts but these are being managed within the services.

Schools are currently forecast to be over spent in total by £446k. Further details of departmental budget performance are shown below. The Housing Revenue Account summary 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 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, £6.024m (95%) have been achieved with £0.275m (4%) still in progress. The net figure looks the same as last month but this is because both savings and pressures have

been confirmed as 'achieved' – meaning confirmed in the case of pressures. There remains £275k of savings in progress, some of which will not be confirmed until the end of the financial year, though confidence is high that all will be achieved. The £150k reduction in staff advertising costs has been achieved insofar as departmental budgets have been reduced on a pro-rata basis. However, expenditure to date would suggest that the total will be less than last year but not to the full amount of the saving. Savings in relation to the review of day care provision for older people (£60k) will not be achieved in the current financial year but should be achieved next year.

The Medium Term Financial Plan made a provision of 5% to cover slippage within the year against the savings proposed. The provision equates to £318k and currently £275k of the savings has yet to be confirmed as delivered. If the savings are delivered the provision will generate a cash surplus within the financial year.

## **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 for services to the end of November shows a projected under spend of £294k (£484k last month). Departmental details are highlighted below.

The under spend in **Business Planning & Performance** is primarily related to the budget for the administration of the Cymorth grant. It was agreed at the recent service challenge that this could be reviewed as a possible budget saving in future if the net departmental position continues to show an under spend.

The **Finance and Assets** budget is forecast to be balanced in total. However, within this, the **Property Services** budget continues to face a considerable pressure on fee income targets as a result of the reduction in the council's capital works budget but efforts are continuing to reduce this. The pressure has reduced since the last report due to new Design works being commissioned for the proposed new school extension at Ysgol Llys and some savings on the office accommodation budget due to a vacant caretaking post at Russell House Rhyl.

**Highways & Infrastructure** shows a forecast position of £162k under spent. As reported in detail previously, the department has achieved the departmental savings target of £150k and a further £100k in relation to procurement savings on school transport. The latest position allows for £250k of in-year cash surpluses accrued to be invested in a capital scheme to improve salt storage in Ruthin (as agreed by Cabinet last month). The budgets for road maintenance are currently forecasting an under spend in total but within this is the budget for winter maintenance which is subject to swings in demand depending on weather conditions.

The **Regeneration, Planning & Public Protection** Department has a budget savings target of £200k in 2011/12 and is well on course to achieve this in full. Added to this, the department is forecasting an under spend which has increased to £62k (£32k last month) due to the latest projection for Development Control income increasing by circa £25k for the year and some under spend on the Conservation budget as a result of staffing savings.

**Adult Services** budgets are shown as balanced but assume that £393k of Supporting People grant will be used to fund pressures within the year (£455k last month). This was part of the strategy agreed at the service challenge in 2010 to manage in-year cost pressures. However, the subsidy from Supporting People will be reducing and ultimately removed so underlying pressures will have to be addressed in the medium term. The impact of the Welsh Government's Fairer Charging initiative (capping non-residential charges at £50 per week) has seen an increase in demand on services and created a pressure of approximately £500k in the current year. Latest figures of people in long-term residential care indicate that there has been a reduction from the same point last year.

The **Environment Services Department** has a budget savings target of £541k in 2011/12 and is well on course to achieve this in full. The department is forecasting an under spend for the year. This has reduced to £58k (£88k last month) mainly as a result of an additional one-off spend on repairs to play area equipment following a direct response to Priority 1 repairs highlighted on recent external playground inspection reports.

The savings targets within **Customer Services** total £271k this year. Of this, £126k is in relation to procurement efficiencies and is on target. It can be assessed more effectively as actual expenditure on consumables is reviewed toward the end of the year.

**Schools** – The forecast on schools budgets remains unchanged with a net overspend £446k. The position includes eight schools in financial difficulty. Schools with a forecast deficit position are required to submit proposals to achieve a balanced budget. Schools with an over spend at year-end will carry the deficit balance forward.

**Capital Plan** – Expenditure to the end of October is £16.2m against a plan of £35.9m for the year. **Appendix 4** shows a summary of the plan and how it is financed and **Appendix 5** gives a brief update on the major capital projects.

**Housing Revenue Account (HRA)** – The latest HRA forecast shows a planned in-year deficit of £1.140m against an original budget of £1.025m. The forecast deficit is currently £115k higher than the original budget. Expenditure has increased this month to account for the full cost of external reviews of the HRA. The planned 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 and based on the latest forecast, the HRA balance carried forward will be £869k (£901k reported last month).

The Housing Capital Plan is forecast expenditure remains almost the same as last month and is forecast to spend £5.197m (£5.196m last month) 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 improvement but this will not delay the achievement of Welsh Housing Quality Standard by the end of 2012. A summary of the latest HRA position is shown in the table below.

***Housing Revenue Account & Capital Plan Summary:***

<b><u>Housing Revenue Account Summary 2011/12</u></b>	
<b><u>November 2011</u></b>	
<b>Expenditure</b>	<b>£'000</b>
Housing Management & Maintenance	5,343
Capital Charges	2,632
Subsidy	3,079
Provision for Bad Debts	26
Revenue Contribution to Capital	1,341
<b>Total Expenditure</b>	<b>12,421</b>
<b>Income</b>	
Rents	11,120
Garages	153
Interest	9
<b>Total Income</b>	<b>11,282</b>
<b>In Year Deficit</b>	<b>1,139</b>
<b>HRA Balance Carried Forward</b>	<b>869</b>

<b><u>Housing Capital Plan</u></b>	
<b><u>November 2011</u></b>	
	<b>£,000</b>
Planned Expenditure	5,197
<b>Funded By:</b>	
Major Repairs Allowance	2,400
Revenue Contribution	1,341
Capital Receipts	17
Borrowing	1,439
<b>Total</b>	<b>5,197</b>



## **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 (now called the Strategic Investment 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 a significant achievement to have already delivered most of the savings target for the year. Those savings that remain as in-progress will continue to be reviewed over the coming weeks to ensure all remain achievable. The recent service challenges have proved useful in both assessing savings and pressures in the current year.

It is likely that the overall position may improve because progress made in the delivery of some of next year's savings targets may begin to have an impact toward the end of the current year. Some corporately held budgets for specific provisions that are committed in future years may generate a cash surplus in the current year. It would be prudent to carry the budgeted provision for slippage against agreed savings forward to 2012/13. The use of any in-year surpluses must be carefully considered in relation to the council's Medium Term Financial Plan and in the context of continuing budget pressures.

### **Economic Commentary & Treasury Management Update**

Financial markets continue to be very volatile and this is causing problems as the number of institutions with which the council can invest is very limited. Earlier in the year, the council decided to limit all investments to six months as a prudent measure. More recently, the ratings of a number of UK banks have been downgraded. This has a direct impact on the council's treasury management strategy and meant that amendments had to be agreed to the strategy for the current year to allow the council to place cash on deposit with its appointed bankers. Deposits with other UK banks have now been limited to between 1-3 months. The council is continually exploring all prudent options to ensure that investments are secure whilst also trying to achieve the most reasonable returns possible in the circumstances.

Total borrowing currently stands at £136m at an average rate of 5.73% and total investments are £23.0m at an average rate of 1.60%.

## **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

Forecast as at 30/11/2011	Budget			Projected Outturn			Variance				Variance Previous Report £'000
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Business Planning & Performance	2,823	-1,867	956	2,783	-1,867	916	-40	0	-40	-4.18%	-40
Corporate Governance	2,089	-541	1,548	2,089	-541	1,548	0	0	0	0.00%	0
Finance & Assets	14,699	-7,433	7,266	14,715	-7,449	7,266	16	-16	0	0.00%	0
Highways & Infrastructure	20,214	-9,529	10,685	20,171	-9,648	10,523	-43	-119	-162	-1.52%	-371
Regeneration, Planning & Public Protection	5,608	-1,949	3,659	5,250	-1,653	3,597	-358	296	-62	-1.69%	-13
Adult & Business Services	44,861	-13,135	31,726	44,114	-12,388	31,726	-747	747	0	0.00%	0
Children & Family Services	9,504	-705	8,799	10,058	-1,259	8,799	554	-554	0	0.00%	0
Housing Services	2,150	-1,762	388	1,619	-1,203	416	-531	559	28	7.22%	25
Leisure, Libraries & Community Development	10,463	-4,713	5,750	10,788	-5,038	5,750	325	-325	0	0.00%	0
Strategic HR	1,668	-370	1,298	1,668	-370	1,298	0	0	0	0.00%	0
Customer Services	3,833	-862	2,971	3,833	-862	2,971	0	0	0	0.00%	0
Environment	19,713	-8,263	11,450	19,610	-8,218	11,392	-103	45	-58	-0.51%	-80
Modernising Education	1,326	0	1,326	1,326	0	1,326	0	0	0	0.00%	0
School Improvement & Inclusion	11,258	-6,700	4,558	9,865	-5,307	4,558	-1,393	1,393	0	0.00%	-5
<b>Total Services</b>	<b>150,209</b>	<b>-57,829</b>	<b>92,380</b>	<b>147,889</b>	<b>-55,803</b>	<b>92,086</b>	<b>-2,320</b>	<b>2,026</b>	<b>-294</b>	<b>-0.32%</b>	<b>-484</b>
Corporate	42,823	-36,651	6,172	42,823	-36,651	6,172	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
<b>Total Corporate</b>	<b>59,476</b>	<b>-36,651</b>	<b>22,825</b>	<b>59,476</b>	<b>-36,651</b>	<b>22,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
<b>Council Services &amp; Corporate Budget</b>	<b>209,685</b>	<b>-94,480</b>	<b>115,205</b>	<b>207,365</b>	<b>-92,454</b>	<b>114,911</b>	<b>-2,320</b>	<b>2,026</b>	<b>-294</b>	<b>-0.26%</b>	<b>-484</b>
<b>Schools</b>	<b>67,166</b>	<b>-7,226</b>	<b>59,940</b>	<b>67,612</b>	<b>-7,226</b>	<b>60,386</b>	<b>446</b>	<b>0</b>	<b>446</b>	<b>0.74%</b>	<b>446</b>
<b>Total Council Budget</b>	<b>276,851</b>	<b>-101,706</b>	<b>175,145</b>	<b>274,977</b>	<b>-99,680</b>	<b>175,297</b>	<b>-1,874</b>	<b>2,026</b>	<b>152</b>	<b>0.09%</b>	<b>-38</b>
<b>Housing Revenue Account</b>	<b>12,327</b>	<b>-11,302</b>	<b>1,025</b>	<b>12,421</b>	<b>-11,281</b>	<b>1,140</b>	<b>94</b>	<b>21</b>	<b>115</b>	<b>11.22%</b>	<b>83</b>

\* Note 1 - variances between income and expenditure include £455k of in year use of Supporting People grant to fund pressures.

\* Note 2 - budget adjustments are required to account for new Families First Grant.

\* Note 3 - budget adjustments required to account for changes in funding streams and costs.

**Appendix Medium Term Financial Plan Update 2011/12  
Update to 31/11/2011**

<u>Ref</u>	<u>Action</u>	<u>Status</u>	<u>Saving £'000</u>	<u>Total £'000</u>	
<b>General</b>					
A1	Workforce Budget Reduction 1%	Achieved	125		Base budget reduction applied to staffing budgets.
A4	Reduce staff advertising	Achieved	150		Base budget reduction applied though actual expenditure has exceeded the total cut.
A5	Procurement savings	Achieved	200		Includes savings on e-tendering school transport contracts and new insurance contract.
A7	Costs of Democracy	Achieved	25		Reduction in cabinet membership etc.
A8	Review of Senior Management & Exec PAs	Achieved	365		Based on removal of 3 senior management posts and 2 PA posts.
A9	Reduce budget for Major Events	Achieved	40		Base budget reduction.
DS1	Reduction in School Roles	Achieved	340		Based on forecast reduction in pupil numbers.
DS2	Removal of Unused School Pay Budget Provision	Achieved	620		Removal of single status funding.
G1	Removal of one-off Budget 2010/11	Achieved	2,185	4,050	
<b>Asset Review</b>					
B1	Office accommodation	Achieved	80	80	Savings in relation to Trem Clwyd and Fronfaith.
<b>Support Services Review</b>					
C1	HR review	Achieved	50		Ongoing savings re HR Direct and impact of restructure, inc saving on 1 management post.
C12	Insurance Tender	Achieved	50		New contract has delivered savings. Part of the saving included in procurement target above.
C2	Property services - phase 1	Achieved	100		Savings through restructure - redundancy and reduction in use of agency staff.
C3	Legal services - phase 1	Achieved	42		Removal of a solicitor's post
C4	Democratic support	Achieved	52		Removal of a manager's post
C5	ICT/IM	Achieved	131		Four redundancies as part of reorganisation of the department
C5	ICT/IM	In Progress	14		Dependent upon wider use of Proactis to allow a further post to be declared redundant
C6	ICT/IM	In Progress	126		Procurement/consolidation of equipment - will be achieved but need to prove later in the year.
C7	Finance - Financial Management	Achieved	70	635	Removal of 2 posts in creditor payments
<b>Service Challenges</b>					
<b>Leisure, Libraries &amp; Community Development</b>					
Da1	Leisure services- Management System	Achieved	40		New booking system and membership scheme
Da2	Back office co-location	Achieved	20		Savings in admin as sections move to one location
Da5	Remove subsidy by increasing income	Achieved	50		General increases in income from various sources
Dk2	Merger of N Wales Bibliographic Services	Achieved	20		Libraries
Dk3	Running Costs / Income	Achieved	27		Libraries - review of cleaning and caretaking costs
Dk4	Family Info and Archives review	Achieved	35		Libraries
Dk5	Review of housesbound service	In Progress	10	202	Libraries
<b>Environmental Services</b>					
Db11	Outsource Propogation	Achieved	30		Open spaces - included restricted use of nursery for bedding plants as well as outsourcing
Db13	Cemetaries charging -	Achieved	34		Increase charges over inflation
Db16	Countryside staff reduction	Achieved	24		Post reduction Senior Admin Officer
Db17	Tourism Service Redesign	Achieved	20		Saving of PA post.
Db18	Regeneration Service Redesign	Achieved	23		Savings from redefinition of roles, lower numbers and integrations with public realm and leisure.
Db2	Renegotiate recycle and disposal contracts	Achieved	220		New recycling contract
Db5	Regional Waste Project Procurement Budget	Achieved	94		Reduction in project budget as it comes live
Db8	Reduce Overtime (Street Cleansing)	In Progress	20		Introduction of flat time for weekends and review of hours allocated to specific jobs
Db9	Fleet Efficiency	Achieved	50		Hired vehicles replaced by in-house
Db1/12	Other	Achieved	26		
Db14	WAG Waste Target Pressures	Confirmed	-247		Pressure is as originally forecast.
Db15	Free School Meals Cost Pressures	Confirmed	-130	164	Pressure is as originally forecast.
<b>Planning, Regeneration &amp; Regulatory Services</b>					
Dc1	Review of Regeneration	Achieved	40		Staff reductions as a result of restructuring - includes elements of a management post
EC21	Review Pest Control	Achieved	30		Part of collaboration project - one post gone on EVR
EC22	Review Development Control	In Progress	20		Officer on long term sabbatical, not replaced.
EC25	Review of CCTV service	Achieved	20		Review of shift patterns and overtime.
EC26	Review of Pollution Control	Achieved	30		Part of the same project as noted against Pest Control (B Roberts)
EC27	Review of Trading Standards	Achieved	60	200	Part of collaboration - senior management posts shared with Conwy.

		<b>Status</b>	<b>Saving £,000</b>	<b>Total £'000</b>		
<b>Highways &amp; Infrastructure</b>						
Dd1	Road Safety	Achieved	45		Various small savings due to use of traffic signals, anti-skid surfaces, etc. Based on work recharged to Conwy under collaborative structure. Savings based on work recharged to Conwy under collaborative structure. Part of the saving on collaborative parking arrangements brought forward from 12/13 Savings on admin/standardisation of policies etc Including fees for skips, increasing inspection/charges	
EC11	Street Lighting	Achieved	30			
	Public Transport	Replacement	30			
	Car Parking	Replacement	15			
EC14	Street Works	Achieved	20			
EC16	Winter Maintenance	In Progress	10	150		
<b>Adult &amp; Business Services</b>						
Df1	Cefndy Healthcare	Achieved	60		Gradual removal of council subsidy Removal of one service manager post Reduction of administrative support as part of wider review Removal of long-term vacancies and introduction of new locality structure Changes to qualifying routes for social work trainees - more use of part-time OU courses plus Gd 8 post (60%) b Will be delivered in full next year (£120k) Investment in reablement packages (intensive home care) to avoid residential care. On target to be achieved. Saving is around the differential between residential care cost and extra care - up to £150 per week. Pressure reduced by £115k as PMDF grant has been paid in 2011/12 Includes savings through Telecare, re-ablement and reduction in contribution to Mental Health Partnership Loss of grant figure reduced by £115k as noted above. Impact being dampened in 2011/12 by use of Supporting People grant funding.	
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	Deferred	60			
Df8	Impact of investment in reablement	In Progress	75			
Df9	Residential Care - Impact of Extra Care	Achieved	60			
Df99	Compensating savings within the services	Achieved	451			
Df5,12-15	Other	Achieved	51			
P1/4/6	Loss of Grant	Confirmed	-179			
P2/3/5	Demographic Change	Confirmed	-272	476		
<b>School Improvement &amp; Inclusion</b>						
Dh1	Service Restructure	Achieved	261	261		Includes the removal of 4.5 posts.
<b>Children &amp; Family Services</b>						
Dj1	Management Changes	Achieved	105		Review of senior posts - includes removal of two senior manager level posts. CHC funding from the NHS has replaced the base budget for the team - long term funding. Includes £35k budget for projects that have now finished (inc merger etc), plus savings to therapy service Costs have been brought down but there is still a pressure hence marked as in progress. Deleted one vacant admin post and one further post will be redundant this year. Increased costs resulting from Southwark Judgement - more likely to be £20k. Pressure has reduced because of vacancies but offset by an increase in fostering pressure. Pressure has increased from the original estimate. Pressure is as expected.	
Dj10	TAPP Team change in funding	Achieved	93			
Dj3/6/9/13	Other Savings	Achieved	56			
Dj5	Re-shaping Supervised Contact Service	Achieved	33			
Dj2	Admin Rationalisation	Achieved	40			
Dj20	Legislative	Confirmed	-14			
Dj16/17	Social Worker & Staffing Pressures	Confirmed	-117			
Dj18	In-house Fostering	Confirmed	-62			
Dj19	Direct Payments	Confirmed	-24	110		
<b>Housing Services</b>						
Dz1	Various small savings	Achieved	31	31	Numerous small savings. Will be confirmed following review of total housing budget, including the HRA.	
<b>Total Savings 2011/12</b>				<b>6,359</b>		
<b>Summary:</b>			<b>£'000</b>	<b>%</b>		
Savings Achieved/Replaced or Pressures Confirmed			<b>6,024</b>	<b>95</b>		
Savings In Progress/Being Reviewed			<b>275</b>	<b>4</b>		
Savings Not Achieved/Deferred			<b>60</b>	<b>1</b>		
Total			<b>6,359</b>			

**Denbighshire County Council - Capital Plan 2011/12 - 2014/15**

**Position as at November 2011**

**APPENDIX 3**

		2011/12	2012/13	2013/14	2014/15
		£000s	£000s	£000s	£000s
<b>Capital Funding:</b>					
<b>1</b>	<b>General Funding:</b>				
	Unhypothecated Supported Borrowing	6,262	6,596	3,674	3,490
	General Capital Grant	3,564	1,947	1,850	1,758
	General Capital Receipts	2,586			
	Earmarked Capital Receipts	276	32	0	0
		12,688	8,575	5,524	5,248
<b>2</b>	<b>Prudential Borrowing</b>	10,250	2,800	3	300
<b>3</b>	<b>Reserves and Contributions</b>	933	944	0	0
<b>4</b>	<b>Specific Grants</b>	13,067	7,897	2,659	549
	<b>Total Finance</b>	36,938	20,216	8,186	6,097
	<b>Total Estimated Payments</b>	-35,965	-13,885	-2,662	-849
	<b>Contingency</b>	-973	-1,500	-1,000	-1,000
	<b>Earmarked Contingency</b>				
	<b>Unallocated Reserve</b>	0	0	0	0
	<b>Funding available</b>	0	4,831	4,524	4,248

## Appendix 4 Major Capital Projects Update

### Rhyl Coastal Defence

Budget	£10.0m
Funding	WAG Grant
Expenditure to Date	£4.807m
Comments	<p>This 100% Welsh Government funded £10m coastal defence scheme will reduce the flood risk to some 2,000 properties and 500 businesses in West Rhyl. Approval for £7.04m of works for phases 1 &amp; 2 has been given by the Welsh Government. These are the works to the inner harbour and river training wall.</p> <p>The works are underway and are anticipated to be complete by May 2012.</p> <p>Approval for phase 3 of the works, the proposed stepped revetment towards the drift park is still awaited. The Welsh Government has asked the Council to review the flood risk and calculate the most economic solution to reducing the flood risk. This is likely to be a rock revetment. This work is on-going.</p> <p>The Welsh Government have advised that should the Council decide to build a promenade, as originally proposed, the additional cost would need to be met by the Council.</p> <p>It looks increasingly likely that phase 3 will not be completed as part of the initial period of works, and the Welsh Government have asked for costs to complete phase 1 &amp; 2 in isolation from phase 3. This will lead to an increase in cost and it is anticipated that the Welsh Government will fund these costs.</p> <p>The scheme is 100% funded by the Welsh Government until March 2012. Any costs incurred beyond this date will be eligible for a lesser grant contribution of approximately 87%. It is hoped to incur the majority of phase 1 &amp; 2 costs before March 2012.</p> <p>It is likely that Phase 3 costs will require a 13% contribution from the Council.</p>
Forecast Expenditure 11/12	£4.973m

### Foryd Development

Budget	£9.940m (inc Revenue £413k)
Funding	WG, WEFO and Sustrans grants
Expenditure to Date	£0.657m
Comments	<p><b>Summary</b></p> <p>A preferred design for the project which supports the working harbour and provides a smaller timber modular building on the harbour square, was agreed further to meetings with the Project Board, Informal Cabinet, Welsh Government (WG) and the Welsh European Funding Office (WEFO). This scheme has progressed and some value engineering undertaken.</p>

	<p>The cost report submitted for the project detailed that the forecast capital cost is over budget. A meeting with WG and WEFO has been held at which it was made clear that if the Council committed further funds to the project, then WEFO were prepared to commit a similar sum.</p> <p>Subsequently, Council on 15 November 2011 approved additional capital funding to this project with funding allocated to the capital contingency fund.</p> <p><b>Foryd Harbour Cycle &amp; Pedestrian Bridge</b></p> <p>Detailed design is complete and detailed costs are being finalised.</p> <p>We await the Section 106 order to cross a navigable watercourse by the Minister. This should be received in early 2012.</p> <p>It is anticipated that a paper will be presented to Cabinet in January 2012 seeking permission to progress to the construction phase.</p> <p>It is anticipated off site prefabrication will commence in early 2012. Commencement of site works will complement the Public Square scheme to share site costs. This will likely be mid 2012 with completion by March 2013.</p> <p><b>Quayside Units, Public Square &amp; Extended Quay Wall</b></p> <p>Public consultation for this element commenced on 12 November 2011. The Planning application was due to be submitted on 9 December 2011.</p> <p>The programme of works shows a start on site in June 2012 with the initial works being the construction of the quay walls. The programme of works for this element of works as mentioned above dovetails with that of the Pedestrian and Cycle Bridge to enable the schemes to progress alongside each other. All aspects of the project are due to complete by March 2013.</p> <p>The monthly meetings with Foryd Harbour Users Forum are still taking place, where up to date information regarding the project is shared with members of the group. In addition further meetings have taken place separately with the Rhyl Chartered Skipper's Association, The Rhyl Fisherman's Association and Rhyl Yacht Club.</p>
Forecast Expenditure 11/12	A re profile of the project will be undertaken in December 2011.



## Property Acquisition & Demolitions

Budget	£2.9m
Funding	£1.9m SRA Grant ; DCC Prudential Borrowing £1,025k
Expenditure to Date	£2.2m
Comments	<p>Council have previously approved the purchase of a number of properties in Rhyl with a view to demolition and the provision of public realm works:</p> <p><b>88 West Parade</b> The Council has acquired the freehold of this property following Compulsory Purchase. It is anticipated that demolition of the property will take place during February 2012.</p> <p><b>24 West Parade</b> Terms have been agreed for the acquisition of the freehold. Completion was due to be finalised during early December 2011.</p> <p><b>25 &amp; 26 West Parade</b> Discussions are taking place with the owner with a view to agreeing terms for the acquisition of the building.</p> <p><b>26 Abbey Street</b> Transfer of ownership to the Authority proceeding.</p> <p><b>28 and 30 Abbey Street</b> Both properties are now in the ownership of the Council. Preparatory survey work is underway with a view to demolitions taking place during February 2012.</p> <p><b>Costigans</b> Exchange and completion of contracts was due to be finalised in early December. The intention is that following purchase; the property will be externally refurbished and offered for sale on the open market.</p>
Forecast Expenditure 11/12	£1.2m

## Highways Programme Works

Budget	£5.87m
Funding	£5.87m Prudential Borrowing
Expenditure to Date	£3.5m
Comments	<p>An allocation of £5.87M was made to progress highways capital works as part of the 2011/12 Capital Bid process.</p> <p>A regular update on progress achieved is produced by the Head of Highways and Infrastructure. The latest update (No 7) was sent out to all Councillors and SLT in early December 2011.</p>
Forecast Expenditure 11/12	£5.87m

**AGENDA ITEM NO: 8****CABINET: FORWARD WORK PROGRAMME**

<b>24 JANUARY 2012</b>	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Prestatyn Town Plan	Councillor D A J Thomas M Dixon
Budget Report	Councillor J Thompson Hill P McGrady
Regional Commissioning Procurement and Monitoring Hub Project	Councillor P A Dobb / Councillor M M Jones Sally Ellis
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 / Melanie Evans / Carina Edwards 708307
Options for Prestatyn Library Relocation	Councillor P Marfleet / J Groves
Routine reporting on Personnel	Councillor P J Marfleet Linda Atkin
Ruthin Town Plan	Councillor D A J Thomas M Dixon
Phase II Construction of the Foryd Harbour Walking and Cycling Bridge	Councillor S Frobisher / Councillor D A J Thomas S Davies / Bob Humphreys
Care Home Fees Methodology	Councillor Pauline Dobb / Sally Ellis
Recommendations from Scrutiny Committees	Scrutiny Coordinator
<b>21 FEBRUARY 2012</b>	
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
Adoption of the Full Business Case for the North Wales Regional School Effectiveness and Improvement Service	Councillor E Williams / H Williams
Regional CCTV	Councillor Sharon Frobisher / Steve Parker (tbc)
Recommendations from Scrutiny Committees	Scrutiny Coordinator
<b>20 MARCH 2012</b>	
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

Monitoring Performance Against the Corporate Plan	Councillor H H Evans T Ward
Supporting People Strategy Update and Operational Plan 2012 – 13	Councillor P A Dobb Gary Major
Recommendations from Scrutiny Committees	Scrutiny Coordinator
<b>24 APRIL 2012</b>	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Recommendations from Scrutiny Committees	Scrutiny Coordinator

Updated 7/12/2011