

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 17<sup>th</sup> November 2011

**Lead Member:** Lead Member for Modernisation

**Report Author:** Head of Customer Services

**Title:** ICT Strategy 2011-14

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

This report presents the ICT Strategy 2011-14, the plans and funding for the first phase of the strategy and the expected benefits to be accrued.

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

To provide information regarding the progress being made on the ICT Strategy (2011-14) and to seek Members' observations on the Strategy and the associated workplans.

**3. What are the Recommendations?**

That the Committee considers the strategy and workplans and comments accordingly.

**4. Report details.**

There are 3 phases to the ICT Strategy in order to build confidence in the investment to be made in the service. A bid will be made to the Strategic Investment Group on the 16<sup>th</sup> of November to support the first phase (£319,000 capital and £62,000 revenue).

The draft ICT Strategy is in Appendix 1. The proposed workplan of projects with a benefits profile is in Appendix 2. The appendices are exempt from publication at present by virtue of paragraph 14 of Part 4, Schedule 12A, Local Government Act 1972.

The phases of the ICT Strategy are as follows:

- **First phase** (October 2011 – March 2012) to make the service fit for purpose, including:
  - Updating the website software to improve the design and usability of the website and promote the take-up of online services and social media

- Improving the usability of our technical security measures
- Piloting mobile devices to agree the models that will be used in future, including the proposed technical set up for Members
- Installing wireless networks in key locations to support mobile working
- Upgrading and standardising the desktop software and hardware
- Creating a better working relationship between ICT and the business to deliver business-led ICT and greater customer-focus in the ICT service. This includes the development of Service Level Agreements (SLAs).
- Improving corporate training in ICT systems to improve take-up and use of ICT investment
- Reviewing ICT budget build-up to ensure that systems are costed fully across their lifetime

Capital and Asset Strategy Group approved £137K capital in February 2011 to invest in an Income Management Module to the cash receipting system. This will help to deliver Payment Card Industry (PCI) compliance for card authorisation for the Council's management of payments by card over the telephone and online. This project is well underway and due for go-live in January 2012.

- **Second phase** (January 2012 – March 2013);

This phase will be supported by a large bid (currently estimated around £1.5M capital) for funding to the Strategic Investment Group in January 2012, to include the development of technology to invest in improvement projects such as:

- Document filing, retrieval, storage and archiving (EDRMs) to support electronic working and reduce the amount of paper storage.
- Investment to update telephony to increase mobility of staff and reduce costs of calls by using the network.
- Disaster recovery and back-up of the growing number of business-essential systems.
- Extended hours support for business-critical systems
- Move to Microsoft Enterprise from Lotus Notes to move Denbighshire to North Wales standard
- Increased data storage with a possible move of the data centre to a collaborative venture
- Upgraded network
- Refresh investment in devices (PCs, laptops, other mobile devices)
- Resilience in the feed to the internet
- Extended infrastructure to support mobile working

- Increased facility for video- and audio- conferencing

- **Third phase** (post March 2013).

This phase will be likely to be affected by the extent of collaboration that will have developed by this stage and so is difficult to plan at this stage.

Each of the projects that require additional investment will be funded through business cases to the Strategic Investment Group. Progress will be tracked through the Progress through Technology Workstream to the Business Transformation Board.

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

This Strategy contributes to the Council's agenda for supporting efficiency and effectiveness.

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

A bid will be made to the Strategic Investment Group (SIG) on the 16<sup>th</sup> of November to support the first phase of the strategy (£319,000 capital and £62,000 revenue). A later set of bids will be made to the SIG in January 2012 for the second phase of the strategy.

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

The ICT Strategy was developed through wide consultation and has been to: Corporate Executive Team (CET), Senior Leadership Team (SLT), Progress Through Technology Workstream, Business Transformation Programme Board. Funding bids will be submitted to the Strategic Investment Group on 16<sup>th</sup> November 2011.

## **8. Chief Finance Officer Statement**

To follow. Will be available ahead of the Committee's meeting

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

Risks are tracked through the Customer Services risk register and through the Project documentation for each project.

### **Contact Officer:**

Head of Customer Services

Tel: 01824 706211

**Report to:** Performance Scrutiny Committee  
**Date of Meeting:** 17<sup>th</sup> November 2011  
**Report Author:** Performance and Information Manager  
**Title:** Performance in Children's Services

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

- 1.1 This report examines Children and Family Services' performance as at the end of the second quarter of 2011/12, comparing it to performance for the previous year 2010/2011 and to the Welsh average.

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

- 2.1 To provide the Committee with information about performance indicators within the Service, and an explanation of significant features, which will enable members to determine the focus of any future scrutiny work in this area.

**3. What are the Recommendations?**






That Scrutiny:

- 3.1 considers, and where appropriate challenges current performance and progress in securing improvements; and
- 3.2 determines whether a similar report is needed for information on a quarterly basis for the remainder of the year, and whether any specific areas would merit closer scrutiny.

**4. Report Details**

- 4.1 There has been for several years a set of indicators of performance which All Wales Authorities use to identify performance issues. Recently there has been some growing concern that these indicators risk deflecting focus towards process management and away from effective intervention and outcomes. This in turn leading to proposals for future years about revised indicators focussed on outcomes, these are currently under development.
- 4.2 However it is likely that a significant number of these indicators will continue to be monitored as local management information. In reading the indicators it is important to recognise that many do not obviously have a clear success/failure perspective, but provide an indication of where performance is at present.

- 4.3 Before considering the indicators it is perhaps worth providing Members with some contextual information:-
- There have been significant changes in management arrangements within the Division, initially on a temporary basis and latterly with the implementation of the changed structural arrangements
  - There had in the first quarter particularly been significant issues with sickness absence most notably with the Duty and Assessment Team which in turn led to the deployment of staff from other teams to support the initial involvement stage, clearly leading to consequences to be managed elsewhere
  - Revised management arrangements led to new managers picking up responsibilities and accountabilities for new service areas and adjusting the consequences
  - Appointment of substantive post holders to vacant positions to reduce number of agency contracts
  - It is in that context considerable credit to managers that the performance has continued to improve overall
- 4.4 It is also worth recognising for some that there are very small numbers involved (one or two children) and consequently that can create an exaggerated impression of significance whereas in reality they are little more than the normal fluctuations of a person based service.
- 4.5 Appendix 1 provides full details of performance against the national suite of performance indicators as at 30<sup>th</sup> September 2011. The Appendix is divided into two parts: Public Accountability Measures and Service Improvement Data.
- 4.6 Performance for the second quarter of 2011/2012 can be summarised as follows:

Target met?		Has performance improved since the last quarter?	
Target Met 	22	Improved/Sustained performance 	32
Target Almost Achieved 	4		6
Target not achieved 	6	Slippage against Performance 	3
Targets not set	14	Not reported	5

- 4.7 Targets have been achieved on nearly 70% of indicators where targets have been set and performance has been sustained or improved on 78% of indicators.
- 4.8 Table 1 compares Denbighshire's performance on referral indicators in March 2011, the Welsh average for 2010/11, September 2011, and the RAG status against the target and the Welsh average.

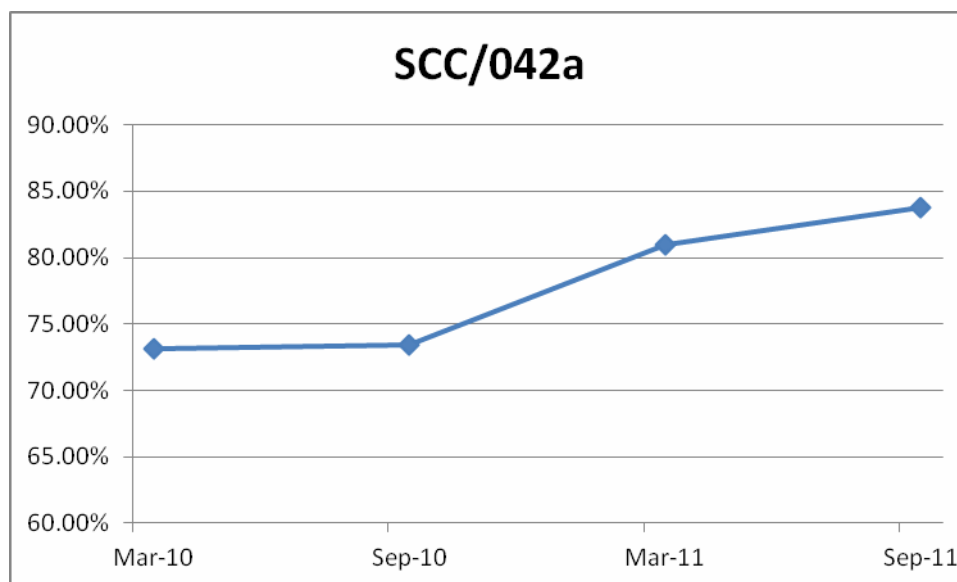
Table 1: Referral Activity		DCC performance March 2011				DCC performance September 2011				
		No	%	Target	Welsh Average	No	%	Target	RAG status (against target)	RAG status (against Welsh average 10/11)
	No of Referral and Information Records	1170				420				
	No of Contact Records	4982				2301				
SCC/006	Decision within 1 day for Referral and Information Records	1117	95.5%	97%	95.4%	420	100%	97%	Green	Green
SCC/010	Re-referrals	454	38.8%	28%	28.6%	91	21.7%	30%	Green	Green

- 4.9 Following the implementation of the Referral and Assessment Project in July 2010, the number of referrals received has reduced considerably.
- 4.10 It should be noted that the rate of re-referrals has reduced from 38% at the end of March 2011 to 21.7% at the end of September 2011 and is below the Welsh average of 28.6%.
- 4.11 Anecdotal evidence suggests that initial assessments are taking longer but this is having a positive effect on re-referrals as better decisions are made at the point of initial assessment – see Table 2 Initial Assessments below.
- 4.12 Table 2 compares Denbighshire's performance on Initial assessment indicators in March 2011, the Welsh average for 2010/11, September 2011, and the RAG status against the target and the Welsh average.

Table 2: Initial Assessments		DCC performance March 2011				DCC performance September 2011				
		No	%	Target	Welsh Average	No	%	Target	RAG status (against target)	RAG status (against Welsh average 10/11)
	No of IA completed in the period	998				322				
SCC/042a	IA completed within 7 w/days	808	81%	85%	66.6%	268	83.7%	85%	Amber	Green
SCC/042b	Average no days to complete IA over 8 w/days	190	25.6	12	23.3	52	14.3	12	Red	Green

4.13 The reduction in the number of referrals has resulted in fewer initial assessments being required. Current performance of 83.7% is slightly below the agreed target but it exceeds the Welsh average of 66.6%.

4.14 The graph below shows an improvement in the percentage of initial assessments completed within timescale since March 2010:



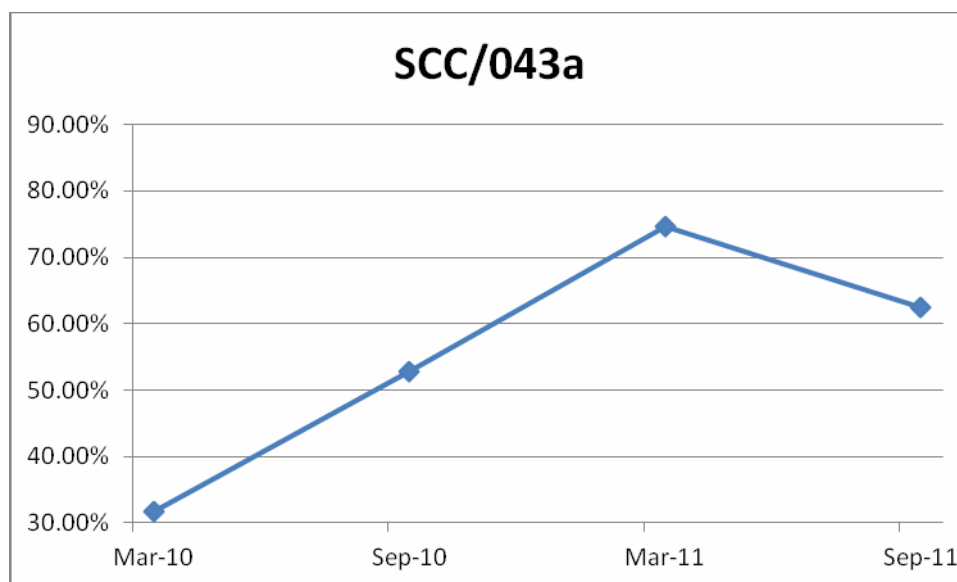
4.15 Of those initial assessments which take longer than 7 working days to complete, on average it takes 14.3 days to complete the assessment; although higher than the agreed target of 12 days, performance is better than the Welsh average of 23 days.

4.16 Table 3 compares Denbighshire's performance on Core assessment indicators in March 2011, the Welsh average for 2010/11, September 2011, and the RAG status against the target and the Welsh average.

Table 3: Core Assessments		DCC performance March 2011				DCC performance September 2011				
		No	%	Target	Welsh Average	No	%	Target	RAG status (against target)	RAG status (against Welsh average 10/11)
	No of Core assessments (CA) completed in the period	244				64				
SCC/043a	CA completed within 35 w/days	182	74.6%	65%	65.2%	39	62.5%	75%	Red	Amber
SCC/043b	Average no days to complete CA over 35 w/days	62	84.6	60	76.8	25	80.6	50	Red	Amber

4.17 The number of core assessments completed within timescale currently stands at 62.5% (SCC/043a); this is below the target of 75% and also below the Welsh average of 65%.

4.18 The graph below shows that the percentage of Core assessments completed within timescale has shown an upward trend up until recently.



4.19 Where core assessments have exceeded the 35 working days (SCC/043b), the average number of days to complete core assessments has decreased by an average of 4 days in the last 6 months (from 84 days to 80 days).

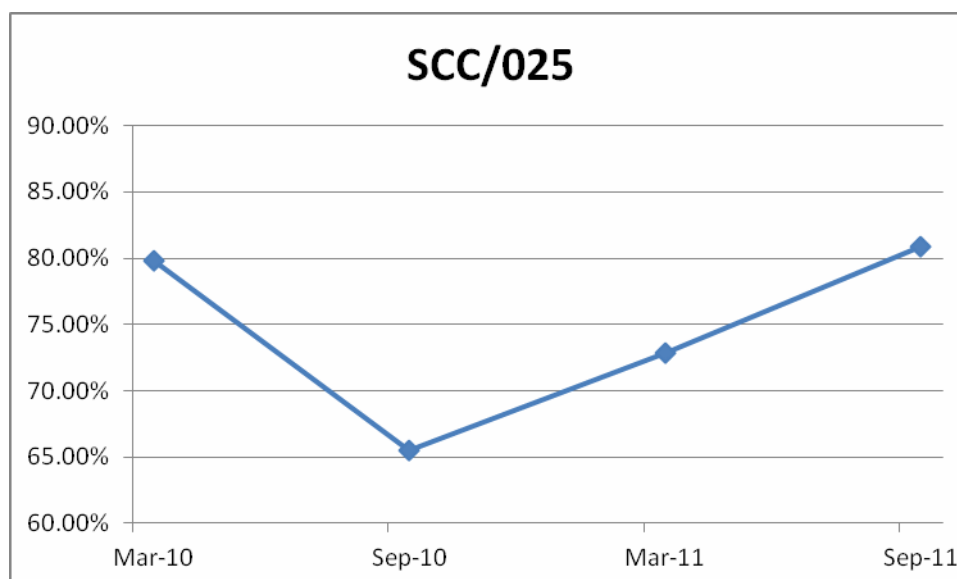
4.20 Table 4 compares Denbighshire's performance on indicators relating to looked after children in March 2011, the Welsh average for 2010/11, September 2011, and the RAG status against the target and the Welsh average.

Table 4: Looked After Children		DCC performance March 2011				DCC performance September 2011				
		No	%	Target	Welsh Average	No	%	Target	RAG status (against target)	RAG status (against Welsh average 10/11)
	Total number of LAC (excluding respite)	175				172				
SCC/001a	1 <sup>st</sup> Placement for LAC that began with a care plan in place	63	98.4%	97%	91.5%	23	95.8%	97%	Amber	Green
SCC/033b	Formerly LAC with whom the LA is in contact who are in suitable accommodation	11	91.7%	100%	90.8%	5	83%	100%	Red	Amber
SCC/033c	Formerly LAC with whom the LA is in contact who are in	11	91.7%	72%	52.2%	4	66.7%	80%	Red	Green



Table 4: Looked After Children		DCC performance March 2011				DCC performance September 2011				
		No	%	Target	Welsh Average	No	%	Target	RAG status (against target)	RAG status (against Welsh average 10/11)
	education, training or employment									
SCC/025	Statutory visits to LAC	872	72.9%	85%	81.3%	511	80.8%	90%	Amber	Amber
SCC/024	LAC with Personal Education Plan in place within 20 school days of entering care or joining a new school	46	88.5%	98%	60.3%	30	96.8%	98%	Amber	Green
SCC/039	Health assessments for LAC undertaken during the year	209	83.3%	85%	82.9%	71	60.7%	85%	Red	Red

- 4.21 One child was placed in care during the first six months where a care plan was not in place (SCC/001a), the child was placed by EDT with no care plan and returned home the next day. Performance is slightly above the Welsh average.
- 4.22 Six young people, formerly looked after, reached their 19<sup>th</sup> birthday during the first 6 months of the year (SCC/033). We are in contact with all 6 of the young people; however, one young person is not in suitable accommodation (custody) and 2 of the young people are not in education, training or employment.
- 4.23 Statutory visits completed within timescales (SCC/025) have improved since March 2011 – current performance stands at 80.8%. This is slightly lower than the Welsh average but is below the agreed target of 90%.
- 4.24 The graph below shows that the percentage of statutory visits completed within timescale is showing an upward trend in the last 12 months:

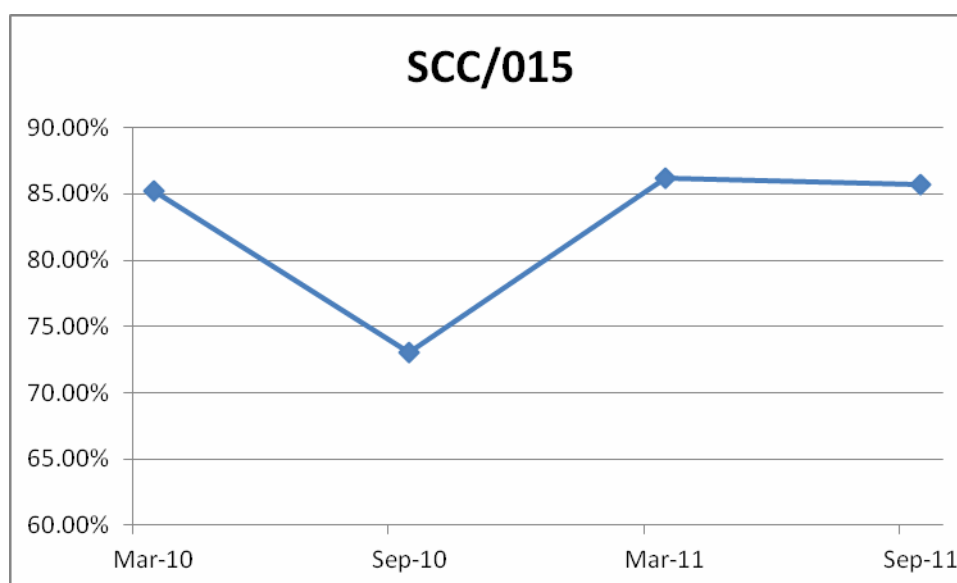


- 4.25 One child did not have a Personal Education Plan (SCC/024) completed within 20 school days of entering care or joining a new school. The child was placed out of the area in a Kinship Care arrangement.
- 4.26 Health Assessments for looked after children (SCC/039) is cumulative and performance at 61% is considerably lower than the agreed target and the Welsh average. However, the Health Practitioner is ensuring that all data relating to health assessments are captured and reported accurately which should result in an improved performance figure being reported next quarter.
- 4.27 Table 5 compares Denbighshire's performance on indicators relating to child protection for in March 2011, the Welsh average for 2010/11, September 2011, and the RAG status against the target and the Welsh average.

Table 5: Child Protection		DCC performance March 2011				DCC performance September 2011				
		No	%	Target	Welsh Average	No	%	Target	RAG status (against target)	RAG status (against Welsh average 10/11)
	Total number on the CPR	67				62				
SCC/015	Initial core group meetings held within 10 working days of the initial CP Conference	94	86.2%	83%	85%	36	85.7%	87%	Amber	Green

4.28 85% of core groups were held within timescale (SCC/015) which is slightly below the agreed target but on a par with the Welsh average.

4.29 The following graph illustrated an upward trend on initial core group meetings being held within timescale:



4.30 When comparing Denbighshire's performance for 2010/2011 to the all Wales data, Denbighshire achieved a position in the top two quartiles

on 67% of indicators. All the High Performing Council indicators achieved a position in the top two quartiles across Wales.

- 4.31 Whilst good progress has been made on reducing re-referrals it is recognised that further work is required to improve in particular statutory visits, core assessments and some elements of the looked after response. As part of our service business plan for 2011/2012 specific focus is given to further developing our systems to assess the quality of our work and progressing our emphasis from measuring compliance with process to focussing on quality and outcomes. This changing emphasis is in line with the emerging national development of performance management.

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

- 5.1 The safeguarding of children is not at present an explicit corporate priority. The effectiveness and quality of children's social services impacts across the Council and affects the overall performance assessment of the effectiveness of the Council.

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

- 6.1 Effective monitoring of performance will enable the Service to focus its resources in areas of priority.

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

- 7.1 Progress on the Referral and Assessment Project has been monitored at the Children and Family Management Team.

## **8. Chief Finance Officer Statement**

- 8.1 This report does not require a statement

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

- 9.1 Monitoring performance in Children and Family Service will reduce the risks.

## **10. Power to make the Decision**

- 10.1 Article 6 of the Council's Constitution.

### **Contact Officers:**

Corporate Director Demographics, Wellbeing and Planning

Head of Children and Family Services

Performance & Information Manager (ext 2351)

## Appendix 1 – Performance Indicator Suite for Children and Family Services

### 1. National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs)

Data relating to NSIs and PAMs will be submitted to Welsh Government on an annual basis, published and compared to the rest of Wales. A number of the NSIs and PAMs are also included in the High Performing Council Suite, Corporate Plan, People and Place Programme Board.

How much did we do? (the number of Children/young people we helped)					All Wales Avg 2009/10	How well did we do it? (how are we performing)							
Measure	Performance at:					Target rate/%	Performance as a rate/%				RAG status	Direction since last quarter	PI no
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4			
Formerly LAC with whom the LA is in contact	2/2	6/6			93.1%	100%	100%	100%			Green	↓	SCC/033a High Perf LA PI
LAC who have experienced one or more school changes	3	6			14.2%	10%	2.65%	6.1%			Green	↓	SCC/002 High Perf LA PI
LAC who have had 3 or more placements	1/178	1/172			9.1%	10%	0.56%	0.6%			Green	→	SCC/004
External qualification point score for 16 year old LAC	n/a	14/2459			183	172	n/a	176			Green	--	SCC/037
Child seen by a social worker at the point of Initial assessment	124/149	273/322			64.2%	80%	83.2%	84.8%			Green	↑	SCC/011a
% of reviews of looked after children, children on the CPR and children in need carried out in line with statutory timescales	178/197	406/441				90%	90.3%	92.1%			Green	↑	SCC/045
<i>CP reviews carried out within statutory timescales</i>	<i>37/37</i>	<i>107/107</i>			<i>96.9%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>			Green	→	<i>SCC/034</i>
<i>LAC reviews carried out within statutory timescales</i>	<i>118/133</i>	<i>243/249</i>			<i>91.7%</i>	<i>91%</i>	<i>88.7%</i>	<i>97.6%</i>			Green	↑	<i>SCC/021</i>
<i>% of reviews of child plans for CIN carried out in accordance with the statutory timetable</i>	<i>23/27</i>	<i>56/85</i>			<i>59.4%</i>	<i>Not set</i>	<i>85.2%</i>	<i>65.9%</i>			--	↓	<i>SCC/016</i>
First placements for LAC which started with a care plan in place	12/16	23/24			91.5%	97%	75%	95.8%			Red	↑	SCC/001a
Statutory visits to LAC	251/320	511/633			81.3%	90%	78.4%	80.9%			Amber	↑	SCC/025
Formerly LAC with whom the LA is in contact who are in suitable accommodation	2/2	5/6			90.8%	100%	100%	83%			Red	↓	SCC/033b High Perf LA PI

## 1. National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs)

Data relating to NSIs and PAMs will be submitted to Welsh Government on an annual basis, published and compared to the rest of Wales. A number of the NSIs and PAMs are also included in the High Performing Council Suite, Corporate Plan, People and Place Programme Board.

How much did we do? (the number of Children/young people we helped)					All Wales Avg 2009/10	How well did we do it? (how are we performing)							
Measure	Performance at:					Target rate/%	Performance as a rate/%				RAG status	Direction since last quarter	PI no
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4			
Formerly LAC with whom the LA is in contact who are in education, training or employment	1 / 2	4/6			52.2%	80%	50%	66.7%			Red	→	SCC/033c High perf LA PI
Young carers known to SSD who were assessed	16/22	Data to follow			92%	95%	73%	Data to follow			--	--	SCC/030a

## 2. Service Improvement Data (SIDs)

SIDs can be used to plan, deliver and improve services. SIDs will not be shared nationally but may be shared with other local authorities and/or regulators.

How much did we do? (the number of people we helped)					All Wales Avg 2009/10	How well did we do it? (how are we performing)							
Measure	Performance at:					Target rate/%	Performance as a rate/%				RAG status	Direction since last quarter	PI no
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4			
Decision on referrals within 1 working day	181/209	420/420			95.4%	97%	86.6%	100%			Green	↑	SCC/006
Referrals allocated to a social worker for initial assessment	188	390/420			44.4%	80%	89.9%	92.9%			Green	↑	SCC/007a
Re-referrals within the last 12 months	50/209	91/420			28.6%	30%	23.9%	21.7%			Green	↑	SCC/010
CPR cases allocated to a social worker	63	62			99.7%	100%	100%	100%			Green	→	SCC/013a i
CPR cases allocated to someone other than a social worker	0	0			0.3%	0%	0%	0%			Green	→	SCC/013b i

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Measure	Performance at:					Target rate/%	Performance as a rate/%				RAG status	Direction since last quarter	PI no
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4			
LAC cases allocated to a social worker	193	187			94.5%	100%	100%	100%			Green	→	SCC/013a ii
LAC cases allocated to someone other than a social worker	0	0			5.4%	0%	0%	0%			Green	→	SCC/013b ii
CIN cases allocated to a social worker	385/397	411/416			68.7%	95%	96.9%	98.8%			Green	→	SCC/013a iii
CIN cases allocated to someone other than a social worker	7/397	4/416			26.3%	Not set	1.8%	0.9%			Green	↑	SCC/013b iii
Second reviews undertaken where a plan for permanence was in place at due date	9/12	20/21			94.1%	95%	75%	95.2%			Green	↑	SCC/001b
Child protection conferences held within 15 working days of the strategy discussion	18/18	37/38			77.4%	80%	100%	97.4%			Green	↓	SCC/014
Eligible, relevant and former relevant children who have been allocated a personal advisor	3/3	8/8			93.3%	100%	100%	100%			Green	→	SCC/041b
Child seen alone by a social worker at the point of initial assessment	79/149	163/322			29.5%	50%	53.0%	50.6%			Green	↓	SCC/011b
Eligible, relevant and former relevant children who have a pathway plan	2/3	8/8			90.4%	100%	66.7%	100%			Green	↑	SCC/041a
Initial core group meeting held within 10 working days of the initial child protection conference	14/16	36/42			85%	87%	87.5%	85.7%			Amber	↓	SCC/015
LAC with a PEP in place within 20 school days of entering care or joining a new school	9/9	30/31			60.3%	98%	100%	96.8%			Amber	↓	SCC/024
Initial assessments completed within 7 working days	125/149	268/320			66.6%	85%	83.9%	83.7%			Amber	→	SCC/042a
Core assessments completed within 35 working days	28/40	40/64			65.2%	75%	70%	62.5%			Red	↓	SCC/043a

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Measure	Performance at:					Target rate/%	Performance as a rate/%				RAG status	Direction since last quarter	PI no
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4			
Average time taken to complete core assessments that took longer than 35 working days	119	80			76.8	50	119.8	80			Red	↑	SCC/043b
LAC health assessments due in the year that have been undertaken	51/80	74/117			82.9%	85%	63.7%	63.3%			Red	→	SCC/039
Referrals allocated to someone other than a social worker for initial assessment	5	4			10.8%	Not set	2.4%	0.9%			--	↑	SCC/007b
Referrals which did not proceed to allocation for initial assessment	16	26			44.9%	Not set	7.7%	6.2%			--	↑	SCC/007c
Average time taken to complete initial assessments that took longer than 7 working days	24	52			23.3	Not set	26.8	14			--	↑	SCC/042b
LAC placement start in the year where the child is registered with a GP within 10 working days of the placement start date	19/19	36/36			90.3%	Not set	100%	100%			--	→	SCC/040
LAC who have had their teeth checked	12/135	36/138			82.8%	Not set	8.9%	26.1%			--	↑	SCC/020
LAC school attendance – primary school	To follow	To follow			94.2%	Not set	To follow	To follow			--	--	SCC/022a
LAC school attendance – secondary school	To follow	To follow			90.1%	Not set	To follow	To follow			--	--	SCC/022b
LAC permanently excluded during previous academic year	0	0			0.1%	Not set	0%	0%			--	→	SCC/044a
Average number of days spend out of school on fixed term exclusions for LAC during the previous academic year	9/2	18/3			7.9	Not set	4.5	6			--	↓	SCC/044b
LAC eligible for KS2 achieving the core subject indicator	4/8	4/8			44%	Not set	50%	50%			--	→	SCC/035

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SIDs can be used to plan, deliver and improve services. SIDs will not be shared nationally but may be shared with other local authorities and/or regulators.

How much did we do? (the number of people we helped)					All Wales Avg 2009/10	How well did we do it? (how are we performing)							
Measure	Performance at:					Target rate/%	Performance as a rate/%				RAG status	Direction since last quarter	PI no
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4			
LAC eligible for KS3 achieving the core subject indicator	1/5	1/5			22%	Not set	20%	20%			--	→	SCC/036
% of LAC who had a fully completed and updated APR at their 3 <sup>rd</sup> Review	To be revised				24.8%	Not set	n/a				--	--	SCC/028
Young carers known to SSD who were provided with a service	To be deleted				91.2%	Not set	n/a				--	--	SCC/030b



**Report To:** Performance Scrutiny  
**Date of Meeting:** 17<sup>th</sup> November 2011  
**Lead Member:** Lead Member for Finance and Efficiency  
**Report Author:** Acting Head of Finance & Assets  
**Title:** Finance Report 2011/12

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

The attached report is the Finance Report that was taken to Cabinet in October and reviewed the Council's budgetary position as at the end of September 2011. The report includes the Council's revenue budget and the Housing Revenue Account budget.

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

To review the Council's performance against its budget strategy for 2011/12 as defined in the Medium Term Financial Plan (MTFP).

**3. What are the Recommendations?**

That Scrutiny:

- 3.1 notes the latest financial position and identification of areas of potential overspend/underspend and budgetary pressures;
- 3.2 provides observations on the delivery of the Council's budget strategy and MTFP; and
- 3.3 if appropriate, determines whether any aspects of the financial plan would benefit from closer scrutiny.

**4. Report details.**

The attached report covers the latest revenue budget position, progress in relation to achieving savings to date and a summary of the housing revenue account and housing capital plan.

**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?**

Refer to the attached Cabinet report where full details are reported.

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

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

**8. Chief Finance Officer Statement**

The full Chief Finance Officer statement is contained in the attached Cabinet report.

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

See attached Cabinet report.

**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.

**Contact Officer:**

Acting Head of Finance and Assets

Tel: 01824 706140

**AGENDA ITEM NO: 7**

**Report To:** CABINET

**Date of Meeting:** 25<sup>th</sup> October 2011

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

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

**Title:** Finance Report

**1 What is the report about?**

The report gives forecast position for the council's revenue budget and performance against the budget strategy for 2011/12 as at the end of September 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.

**3 What are the Recommendations?**

That 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 £492k on council services. 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 £376k which relates to eight schools classed as being in financial difficulty. 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 agreed savings and pressures agreed as part of the 2011/12 budget setting process. In total, net savings of £6.359m were agreed and so far, £6.027m (95%) have been achieved with £0.272m (4%) still in progress or being reviewed. The item under review is the £150k reduction in staff advertising costs. Service budgets have been reduced by £150k but expenditure to date would suggest that levels are likely to be less than last but not to the full amount of the saving. Therefore Finance will review this with HR. Savings in

relation to the review of day care provision for older people (£60k) are not now thought to be fully achievable in the current financial year. The review is underway but will not deliver the total saving planned for this year. However, the total saving for the project of £120k over two years is thought to be deliverable and the service is confident this year's budget saving can be added to the saving proposed in next year's plan. The shortfall this year will be covered from in-year cash savings.

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 £272k of the savings has yet to be confirmed as delivered. If the savings are delivered then the provision would generate a cash surplus within the year.

At the end of 2010/11, departments carried forward a combined under spend of £1.1m. The November report to cabinet will provide an analysis of how this funding has been used.

## **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 September shows a projected under spend of £492k. Departmental details are highlighted below.

The **Finance and Assets** budget is forecast to be balanced in total. However, within this, the **Property Services** budget is facing a considerable pressure on fee income targets as a result of the reduction in the council's capital works budget. The pressure will be contained within the overall service budget. The efficiency targets for 2011/12 include an £80K reduction in the Office Accommodation budget and staffing savings of £100K following the Phase 1 review of the Property Services organisational structure. Savings of £70k have also been delivered in the **Finance** budget from staff reductions in the payments team.

**Highways & Infrastructure** shows a forecast position of £376k under spent. The department has received in-year cash sums of £278k and made budget savings of approximately £100k so far, in addition to the assumed

departmental savings target of £150k and a further £100k in relation to procurement savings.

School Transport – due to ongoing use of e-tendering and e-auctions and continually reviewing transport routes, it has been possible for this budget to deliver £100k of ongoing budget savings as part of the council's overall procurement saving target. The total savings on school transport this year are £208k and £100k has been taken as a procurement budget saving. The remaining £108k is an in-year cash saving due to the lower number of school days in the year (187 days compared to 194 days last year). The school days fluctuate from year to year and, for example, will be as high as 196 in 2013/14. Discussions are ongoing about the school transport budget and in particular the in-year impact of fluctuating school days.

Claw back of fees – Highways hold a reserve of £70k in respect of fees previously claimed but against which there was some uncertainty as to their validity. As the fees relate to 2005/06 it is considered reasonable now to release the reserve to revenue.

Highways generate around £100k in fees annually from the North Wales Trunk Road Agency for specific works. This fee was not paid in 2010/11 and after discussion it has been agreed that an additional one-off sum of £100k has been received in respect of this in 2011/12. A similar amount will be payable in respect of 2011/12. In addition to the one-off benefit this year, the ongoing nature of the fees allows for a potential budget saving to be made in future years.

The savings target of £75k against street lighting as part of the collaboration project is now classed as achieved as a total but the make-up of the saving has been amended as follows:

- £30k based on recharges to Conwy CBC for street lighting services
- £30k replaced by recharges to Conwy for public transport services
- £15k savings brought forward against the collaboration on car parking services (achieved through joint provision of cash collection services)

Savings against the street lighting budget will be reassessed as part of the wider collaboration project and included in the department's savings plan going forward. Work is ongoing as part of the collaboration project to develop a suitable methodology to apportion the savings equitably between Denbighshire and Conwy.

The department is making strenuous efforts to identify further savings and are confident more can be delivered going forward. For example, there are areas within the works budgets (such as grass cutting) that may generate further savings this year and deliver budget savings next year.

Earlier in the year, Highways identified the need to install a new base at the Ruthin depot for salt storage and requested that a windfall grant paid in

2010/11 be used to fund it. Finance advised against this under the assumption that in-year under spends could be identified to fund the development. The cost of the project will be in the region of £250k and a proposal to use in-year savings will be submitted to the Capital & Assets Strategy Group in October for consideration.

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, presently the Department is forecasting an overall under spend of £32k. Whilst there are presently pressures on two of the larger income streams within the Department (Development Control and Land Charges) totalling £77k, this pressure is more than offset by staffing savings arising from the removal of three posts earlier than anticipated in the collaboration programme. As part of the Council's MTFP for 2012/13 the Department is expected to achieve further savings of £170k and at this early stage it appears to be on schedule to meet this target as long as the current income pressures on Development Control and Land Charges can be addressed in future years.

**Adult Services** budgets are shown as balanced but assume that £398k of Supporting People grant will be used to fund pressures within the year. This was part of the strategy agreed at the service challenge in 2010 to manage in-year cost pressures. 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 budgets within Adults are still being reviewed as a consequence of the recent management restructure which introduced locality budgets. A detailed analysis of current demand and cost of care packages is ongoing and will help to assess the impact of the current financial and service strategy. For example, to monitor the impact of the Welsh Government's Fairer Charging initiative (capping non-residential charges at £50 per week) and the impact of the investment in re-ablement services, Telecare and other initiatives.

The position within **Housing Services** has improved by £19k this month to a forecast overspend of £27k. The movement is caused by a vacant post. There has been a budget pressure of approximately £50k within the service since last year, caused primarily by a legislative change and loss of grant. Action is being taken which should reduce the pressure and achieve a balanced budget.

**Leisure, Libraries & Community Development** has an overall budget savings target of £202k and is on track to achieve this in full. After taking account of this target the Department is currently projecting an overall breakeven position but there are a few budget variances that need further comment. The one major concern is the continued pressure (£46k) on the Rhyl Pavilion Theatre budget, particularly as the facility is expected to make future budget efficiency savings as part of the Council's MTFP in 2012/13 and 2013/14. There is also currently a small pressure on the income target for the new Leisure card but a further push in sales should hopefully put this budget back on track over the coming months. Presently it is hoped to contain these in-year pressures from savings on the Community Buildings budget (this is an

expected efficiency saving included in the MTFP for the 2012/13 budget round), from non-recurring savings due to vacant posts only recently being filled in the Youth Service and by utilising the Departmental under spend rolled forward from 10/11.

The **Environment Services Department** has a budget savings target of £541k in 2011/12 and is well on course to achieve this in full. Added to this, the latest forecast is for an overall Departmental under spend of £111k due to two main factors: one being as a result of an earlier than anticipated staff retirement in the management team and the second results from a redesign of part of the Public Realm service being ahead of schedule in the efficiency programme. Both of these savings feature in the Council's Medium Term Financial Plan (MTFP) going forward.

In addition, the better than expected savings in the new residual waste disposal contracts that came into effect on 1 April 2011 have already achieved the pre-agreed budget saving of £220k put forward as part of the 2011/12 budget round. There is also an expectancy for a further waste budget reduction of £460k in 2012/13 as part of the MTFP and at this stage there is a fairly high level of confidence that this target will be met. Some of the in-year waste savings (over and above the £220k 11/12 target) are being used to fund upfront set-up costs required as part of the new waste contract as well as one-off staff termination costs across other areas of the Department. It has previously been agreed that the remaining balance of in-year waste savings (circa £135k this year) will be transferred to the Sustainable Waste Management Grant Reserve for 2011/12. The reserve has been established to dampen the impact of reduced grant funding in future years.

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 later in the year. The remaining saving of £145k relates to a review of the service and savings of £131k have been delivered to date. There may be slippage on the remainder but this will be kept under review.

**Schools** – The forecast on schools budgets has moved since the last report from a surplus of £150k to a deficit of £376k. The change in the forecast is as a result of agreeing amended outturns with schools as the new academic year has begun. Movement of this scale between quarters and particularly at the start of the new academic year is not unusual given the size of the overall budget. Any net overspend would be funded from positive school balances. The position includes eight schools that are in financial difficulty.

**Capital Plan** – A separate Capital Plan report is being presented to cabinet this month. Expenditure to the end of September is £11m against a plan of £36.1m for the year.

**Housing Revenue Account (HRA)** – The latest HRA forecast shows a planned in-year deficit of £1.114m against an original budget of £1.025m. The

forecast deficit is currently £90k higher than the budget but should be reduced further as all HRA expenditure continues to be reviewed. 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 £894k.

The Housing Capital Plan is forecast expenditure has been revised down slightly from the last report and is forecast to spend £5.196m compared to the budgeted estimate of £5.969m for the year. This is due to the delay in the commencement of a contract for major improvements. This will not delay the achievement of Welsh Housing Quality Standard by the end of 2012 and the lower expenditure has a positive impact financially on the Business Plan. A summary of the latest HRA position is shown in the table below. A more detailed HRA appendix can be presented to cabinet if required at any point.

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

<b><u>Housing Revenue Account Summary 2011/12</u></b>	
<b><u>September 2011</u></b>	
<b>Expenditure</b>	<b>£'000</b>
Housing Management & Maintenance	5,309
Capital Charges	2,632
Subsidy	3,079
Provision for Bad Debts	26
Revenue Contribution to Capital	1,341
<b>Total Expenditure</b>	<b>12,387</b>
<b>Income</b>	
Rents	11,112
Garages	152
Interest	9
<b>Total Income</b>	<b>11,273</b>
<b>In Year Deficit</b>	<b>1,114</b>
<b>HRA Balance Carried Forward</b>	<b>894</b>

<b><u>Housing Capital Plan</u></b>	
<b><u>September 2011</u></b>	
	<b>£,000</b>
Planned Expenditure	5,196
<b>Funded By:</b>	
Major Repairs Allowance	2,400
Revenue Contribution	1,341
Capital Receipts	16
Borrowing	1,439
<b>Total</b>	<b>5,196</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 and recommendation by cabinet. The Housing Revenue Account has been approved following consultation with elected members and tenant federation representatives.

## **8 Chief Finance Officer Statement**

It is crucial that the agreed financial plan for the year is delivered and so any additional cost pressures or savings that may not be achieved must be reported early and corrective action taken. 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 during the service challenges to ensure all remain achievable in the current year.

Corporate and departmental financial planning assumptions have become clearer and forecasts are now more robust. Some departments have begun to forecast under spends as progress is made toward achieving next year's savings targets and additional scope for savings has become apparent in others. 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 volatile at the moment and this is causing the council major problems. 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 as it means that several of the banks with which the council invests surplus cash have fallen below the minimum rating allowed by the treasury management policy. This also means that the council cannot now place cash in the instant access facilities provided by our appointed bankers. The fallback position has been to temporarily place surplus cash with the Government Debt Management Office (DMO). This has a detrimental impact on the interest earned on investments as the difference in the interest rate paid by the DMO compared to the council's instant access account is 0.55% (or £5.5k per million invested). The total investment income budget is £400k.

Due to the significant problems with the money markets and the banking sector, the council will have to urgently revise its Treasury Management

Strategy. The revisions have to be approved by full council and an urgent report is being prepared for the next council meeting on 15<sup>th</sup> November.

Total borrowing currently stands at £136m at an average rate of 5.72% and total investments are £33.1m at an average rate of 1.20%.

## **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 30/09/2011	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	2,761	-1,867	894	2,761	-1,867	894	0	0	0	0.00%	0
Corporate Governance	2,111	-541	1,570	2,111	-541	1,570	0	0	0	0.00%	0
Finance & Assets	14,736	-7,405	7,331	14,752	-7,421	7,331	16	-16	0	0.00%	0
Highways & Infrastructure	20,425	-9,518	10,907	19,971	-9,440	10,531	-454	78	-376	-3.45%	0
Regeneration, Planning & Public Protection	5,678	-1,983	3,695	5,336	-1,673	3,663	-342	310	-32	-0.87%	0
Adult & Business Services	44,878	-13,135	31,743	42,833	-11,090	31,743	-2,045	2,045	0	0.00%	0
Children & Family Services	9,517	-705	8,812	10,070	-1,258	8,812	553	-553	0	0.00%	0
Housing Services	2,152	-1,763	389	1,624	-1,208	416	-528	555	27	6.94%	46
Leisure, Libraries & Community Development	10,307	-4,708	5,599	10,403	-4,804	5,599	96	-96	0	0.00%	0
Strategic HR	1,613	-370	1,243	1,613	-370	1,243	0	0	0	0.00%	0
Customer Services	3,576	-838	2,738	3,576	-838	2,738	0	0	0	0.00%	0
Environment	19,695	-8,265	11,430	19,345	-8,026	11,319	-350	239	-111	-0.97%	0
Modernising Education	1,326	0	1,326	1,326	0	1,326	0	0	0	0.00%	0
School Improvement & Inclusion	7,232	-2,702	4,530	7,232	-2,702	4,530	0	0	0	0.00%	0
<b>Total Services</b>	<b>146,007</b>	<b>-53,800</b>	<b>92,207</b>	<b>142,953</b>	<b>-51,238</b>	<b>91,715</b>	<b>-3,054</b>	<b>2,562</b>	<b>-492</b>	<b>-0.53%</b>	<b>46</b>
Corporate	44,410	-37,058	7,352	44,410	-37,058	7,352	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>61,063</b>	<b>-37,058</b>	<b>24,005</b>	<b>61,063</b>	<b>-37,058</b>	<b>24,005</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>207,070</b>	<b>-90,858</b>	<b>116,212</b>	<b>204,016</b>	<b>-88,296</b>	<b>115,720</b>	<b>-3,054</b>	<b>2,562</b>	<b>-492</b>	<b>-0.42%</b>	<b>46</b>
<b>Schools</b>	<b>65,845</b>	<b>-6,846</b>	<b>58,999</b>	<b>66,221</b>	<b>-6,846</b>	<b>59,375</b>	<b>376</b>	<b>0</b>	<b>376</b>	<b>0.64%</b>	<b>-150</b>
<b>Total Council Budget</b>	<b>272,915</b>	<b>-97,704</b>	<b>175,211</b>	<b>270,237</b>	<b>-95,142</b>	<b>175,095</b>	<b>-2,678</b>	<b>2,562</b>	<b>-116</b>	<b>-0.07%</b>	<b>-104</b>
<b>Housing Revenue Account</b>	<b>12,327</b>	<b>-11,302</b>	<b>1,025</b>	<b>12,387</b>	<b>-11,272</b>	<b>1,115</b>	<b>60</b>	<b>30</b>	<b>90</b>	<b>8.78%</b>	<b>33</b>

\* Note1 - budget adjustments required to account for use of Supporting People grant and income budgets on Telecare, charges and contributions for care packages and receivership income.

\* 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.

<b>Medium Term Financial Plan Update 2011/12</b>				
<b>Update to 30/09/2011</b>				
<b>Ref</b>	<b>Action</b>	<b>Status</b>	<b>Saving £'000</b>	<b>Total £'000</b>
<b>General</b>				
A1	Workforce Budget Reduction 1%	Achieved	125	
A4	Reduce staff advertising	Review	150	
A5	Procurement savings	Achieved	200	
A7	Costs of Democracy	Achieved	25	
A8	Review of Senior Management & Exec PAs	Achieved	365	
A9	Reduce budget for Major Events	Achieved	40	
DS1	Reduction in School Roles	Achieved	340	
DS2	Removal of Unused School Pay Budget Provision	Achieved	620	
G1	Removal of one-off Budget 2010/11	Achieved	2,185	4,050
<b>Asset Review</b>				
B1	Office accommodation	Achieved	80	80
<b>Support Services Review</b>				
C1	HR review	Achieved	50	
C12	Insurance Tender	Achieved	50	
C2	Property services - phase 1	Achieved	100	
C3	Legal services - phase 1	Achieved	42	
C4	Democratic support	Achieved	52	
C5	ICT/IM	Achieved	131	
C5	ICT/IM	In Progress	14	
C6	ICT/IM	In Progress	126	
C7	Finance - Financial Management	Achieved	70	635
<b>Service Challenges</b>				
<b>Leisure, Libraries &amp; Community Development</b>				
Da1	Leisure services- Management System	Achieved	40	
Da2	Back office co-location	Achieved	20	
Da5	Remove subsidy by increasing income	Achieved	50	
Dk2	Merger of N Wales Bibliographic Services	Achieved	20	
Dk3	Running Costs / Income	Achieved	27	
Dk4	Family Info and Archives review	Achieved	35	
Dk5	Review of housesbound service	In Progress	10	202
<b>Environmental Services</b>				
Db11	Outsource Propogation	Achieved	30	
Db13	Cemetaries charging -	Achieved	34	
Db16	Countryside staff reduction	Achieved	24	
Db17	Tourism Service Redesign	Achieved	20	
Db18	Regeneration Service Redesign	Achieved	23	
Db2	Renegotiate recycle and disposal contracts	Achieved	220	
Db5	Regional Waste Project Procurement Budget	Achieved	94	
Db8	Reduce Overtime (Street Cleansing)	In Progress	20	
Db9	Fleet Efficiency	Achieved	50	
Db1/12	Other	Achieved	26	
Db14	WAG Waste Target Pressures	Achieved	-247	
Db15	Free School Meals Cost Pressures	Achieved	-130	164
<b>Planning, Regeneration &amp; Regulatory Services</b>				
Dc1	Review of Regeneration	Achieved	40	
EC21	Review Pest Control	Achieved	30	
EC22	Review Development Control	In Progress	20	
EC25	Review of CCTV service	Achieved	20	
EC26	Review of Pollution Control	Achieved	30	
EC27	Review of Trading Standards	Achieved	60	200

		<u>Status</u>	<u>Saving £'000</u>	<u>Total £'000</u>	
<b>Highways &amp; Infrastructure</b>					
Dd1	Road Safety	Achieved	45		Various small savings due to use of traffic signals, anti-skid surfaces, etc.
EC11	Street Lighting	Achieved	30		Based on work recharged to Conwy under collaborative structure.
	Public Transport	Replacement	30		Saving based on work recharged to Conwy under collaborative structure.
	Car Parking	Replacement	15		Part of the saving on collaborative parking arrangements brought forward from 12/13
EC14	Street Works	Achieved	20		Savings on admin/standardisation of policies etc Including fees for skips, increasing inspection/charges
EC16	Winter Maintenance	In Progress	10	150	
<b>Adult &amp; Business Services</b>					
Df1	Cefndy Healthcare	Achieved	60		Gradual removal of council subsidy
Df10	Restructure part of service	Achieved	53		Removal of one service manager post
Df16	Administration Rationalisation	Achieved	47		Reduction of administrative support as part of wider review
Df17	Systems Thinking and Vacancy Control	Achieved	40		Removal of long-term vacancies and introduction of new locality structure
Df19	Workforce Development Review	Achieved	30		Changes to qualifying routes for social work trainees - more use of part-time OU courses plus Gd 8 post (60%) b
Df6	Day care - review and rationalise	Deferred	60		Will be delivered in full next year (£120k)
Df8	Impact of investment in reablement	In Progress	75		Investment in reablement packages (intensive home care) to avoid residential care. On target to be achieved.
Df9	Residential Care - Impact of Extra Care	Achieved	60		Saving is around the differential between residential care cost and extra care - up to £150 per week.
Df99	Compensating savings within the services	In Progress	451		Pressure reduced by £115k as PMDF grant has been paid in 2011/12
Df5,12-15	Other	Achieved	51		Includes savings through Telecare, re-ablement and reduction in contribution to Mental Health Partnership
P1/4/6	Loss of Grant	In Progress	-179		Loss of grant figure reduced by £115k as noted above.
P2/3/5	Demographic Change	In Progress	-272	476	Impact being dampened in 2011/12 by use of Supporting People grant funding.
<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.
Dj10	TAPP Team change in funding	Achieved	93		CHC funding from the NHS has replaced the base budget for the team - long term funding.
Dj3/6/9/13	Other Savings	Achieved	56		Includes £35k budget for projects that have now finished (inc merger etc), plus savings to therapy service
Dj5	Re-shaping Supervised Contact Service	In Progress	33		Costs have been brought down but there is still a pressure hence marked as in progress.
Dj2	Admin Rationalisation	Achieved	40		Deleted one vacant admin post and one further post will be redundant this year.
Dj20	Legislative	In Progress	-14		Increased costs resulting from Southwark Judgement - more likely to be £20k.
Dj16/17	Social Worker & Staffing Pressures	In Progress	-117		Pressure has reduced because of vacancies but offset by an increase in fostering pressure.
Dj18	In-house Fostering	In Progress	-62		Pressure has increased from the original estimate.
Dj19	Direct Payments	In Progress	-24	110	Pressure is as expected.
<b>Housing Services</b>					
Dz1	Various small savings	In Progress	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/Replacement			<b>6,027</b>	<b>95</b>	
Savings In Progress/Being Reviewed			<b>272</b>	<b>4</b>	
Savings Not Achieved/Deferred			<b>60</b>	<b>1</b>	
Total			<b>6,359</b>		

**Report to:** Performance Scrutiny Committee  
**Date of Meeting:** 17<sup>th</sup> November 2011  
**Lead Member:** Lead Member for Finance  
**Report Author:** Acting Head of Finance and Assets  
**Title:** Budget Setting Process

---

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

The Council is continuing to face a very difficult financial situation. For the 2011/12 budget, the Council changed its process to focus more upon medium term planning and to provide more challenge to services about how they spend their budgets. The report outlines the process that has been adopted for 2012/13.

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

This is the second year of the improved approach, which has continued to focus on medium term planning and service challenge, and members are requested to comment on the process and members' involvement.

**3. What are the Recommendations?**

Members comment on the approach to budget planning taken this year.

**4. Report details.**

In 2008 and 2009 the world faced unprecedented financial problems. This showed most clearly in the collapse of a number of banks and the UK fell into the worst recession for decades.

The subsequent impact on the public sector was immediate, drastic and long term cuts to funding. This required a different approach to budget planning and the 'Service Challenge' budget process was introduced:

- It was a medium term solution as this problem would not go away in one or two years
- Where possible services that the public valued would be protected, but
- All services would be challenged on what they did and how they did it
- The challenge would need to be consistent and transparent
- Increased member involvement was required
- Investment was still required in priorities

During 2010 all services went through service challenges and savings of £6.4m were identified for 2011/12 with a further £3.5m of possible savings identified for 2012/13 and £3m identified for 2013/14

This process is now being repeated as, in order to balance the 2012/13 budget a further £500k of savings were required. Each service challenge has been attended by

- The relevant Head of Service
- Lead Member for Finance
- Lead Member for Modernisation
- Relevant Lead Member for the service
- Relevant Director
- Section 151 Officer/Deputy
- Members of Scrutiny Committee

In addition, the service challenge for Planning and Public Protection was a joint challenge with officers and members from both Denbighshire and Conwy present.

At the time of writing there are still a number of services to go through the process including Highways, Education, Children's Services and Customer Services.

### **Member Involvement**

In any budget setting process there is a balance to be struck about how many people are involved, when the process is started and at what point ideas or proposals are circulated or made public. It is a very complex process and involves several iterations.

So far this year informal council had a session to remind members what had already been agreed and provide an update on the overall financial situation. This session was originally due to be held in July but at the last minute members decided to cancel it and have it in September. When it did take place only around half of members attended.

As a follow up to this, the Acting Head of Finance and the Lead Member for Finance offered to attend all political group meetings to give more detailed information and the opportunity for discussion. To date no meetings have taken place.

The next session due to take place in early December will be fundamentally different in that it will be a workshop with more targeted discussion on specific proposals and to gain members opinions on key areas. An agenda is not yet available, but a draft will be tabled at the Scrutiny meeting.

Further meetings with councillors are

Council Briefing – December

Council Briefing – January  
Cabinet – January  
Council – February

Last year, the service challenge panel consisted of the same members at each meeting, however this year different members have attended different meetings in an attempt to engage a wider selection of councillors in the process. An example Service Challenge Agenda is attached as Appendix 1

A key question for this committee is how should officers maintain and develop appropriate member involvement in the process at the same time keeping it practical and deliverable?

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

The efficient use of resources underpins every activity within the Council.

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

The Council has a net revenue budget of approximately £175m. This process will affect how this money is spent.

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

This is a development of the process begun during 2010/11. During this financial year, presentations and workshops have been held with the Senior Leadership Team, Corporate Executive Team and Informal Council. A further workshop is due to be held in December with all members and a final session will be held in early January. The budget will then go to Cabinet in January and Council in February.

Service challenges were attended by both Cabinet and Scrutiny members.

The 'Big Debate' has recently begun again and the residents survey will also provide the opinions of those residents that responded.

**8. Chief Finance Officer Statement**

A robust budget setting process is vital to both the proper management of the Council and to ensure that funds are spent appropriately and in the effectively.

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

The risk of being unable to agree a budget means that the Council will not be able to set a Council Tax and be unable to comply with its duty under various regulations.



## APPENDIX 1

### Service Performance Challenge

#### Adult & Business Services

Monday 31st October 2011, 2-4pm

*Venue – Conference Room 1a, County Hall, Ruthin*

*Chair: Sally Ellis*

#### 1.0 The financial position:

- 1.1 Percentage of savings against total service budget (2010/11).
- 1.2 What progress has been made on existing efficiency targets in 2011/12?
- 1.3 What future efficiency savings have you already proposed for 2012/13 onwards?
- 1.4 What additional savings can you make in 2012/13 and beyond?
- 1.5 What are your current levels of balances and reserves?
- 1.6 Please provide details of benchmarked service costs.
- 1.7 Regarding expected windfalls, please provide details of:
  - i) the trend over the past three years;
  - ii) Any expected windfalls for 2011/12.

#### 2.0 What is the strategy for care home fees?

#### 3.0 Why does the council still have higher than average rates of care home placements?

#### 4.0 How satisfied are you with the current mechanisms for measuring the council's success in supporting older people?

#### 5.0 Is reablement working, and how do we know that it is working? How does this compare to other councils?

#### 6.0 Are there potential efficiencies in integrating services with health?

#### 7.0 What is the plan to deal with proposed changes to funding for Supporting People?

#### 8.0 What is the impact of the new limits for changing people for home care?

**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 17 November 2011

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

---

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

The report presents the Performance Scrutiny Committee with its draft forward work programme for members' consideration.

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

To seek the Committee to review and agree on its programme of future work, and to update members on relevant issues.

**3. What are the recommendations?**

That the Committee considers the information provided and approves, revises or amends its forward work programme as it deems appropriate.

**4. Report details.**

4.1 The Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

4.2 The Committee is therefore requested to consider its draft work programme for future meetings, as detailed in appendix 1, and approve, revise or amend it as it deems appropriate taking into consideration:

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
- relevance to the Committee's/Council's/community priorities
- the Council's Corporate Plan and the Director of Social Services' Annual Report
- meeting workload
- timeliness
- outcomes
- key issues and information to be included in reports

- officers and/or lead Cabinet members who should be invited (having regard to whether their attendance is necessary or would add value)
- questions to be put to officers/lead Cabinet members

4.3 When considering future items for inclusion on the forward work programme members may also find it helpful to bear the following questions in mind when determining a subject's suitability for inclusion on the work programme:

- what is the issue?
- who are the stakeholders?
- what is being looked at elsewhere
- what does scrutiny need to know? and
- who may be able to assist?

4.4 As mentioned in paragraph 4.1 above the Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested issues. Two such proposal forms have been received for consideration at the current meeting and can be seen at Appendix 2a and 2b.

4.5 These requests relate to the Council's Project Register, which the Committee is requested to scrutinise on a quarterly basis commencing on 1 December 2011, and the Care and Social Services Inspectorate Wales' Annual Review and Evaluation of Performance 2010/11, which the Committee is asked to scrutinise at its earliest possible convenience. The Committee is asked to consider these requests and to determine whether to accept the topics onto its forward work programme and, if accepted, the frequency of any future scrutiny of the Project Register.

#### 4.6 Cabinet Forward Work Programme

A copy of the Cabinet's forward work programme is attached at Appendix 3. The Committee also may find this document useful when considering items for inclusion on its programme of future work.

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

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council in monitoring and reviewing policy issues.

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

Services may need to allocate officer time to assist the Committee with the activities identified in the forward work programme, and with any actions that may result following consideration of those items.

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

None required for this report. However, the report itself and the consideration of the forward work programme represent a consultation process with the Committee with respect to its programme of future work.

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

No risks have been identified with respect to the consideration of the Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

**9. Power to make the decision**

Article 6.3.7 of the Council's Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work.

**Contact Officer:**

Scrutiny Coordinator

Tel No: (01824) 712554

Email: [dcc\\_admin@denbighshire.gov.uk](mailto:dcc_admin@denbighshire.gov.uk)

**Note: Any items entered in italics have not been approved for inclusion at the meeting shown by the Committee. Such reports are listed here for information, pending formal approval.**

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
1 December	1 Self Evaluation Report (SER) for Estyn	To scrutinise the final draft of the SER prior to its submission to Estyn	Ensuring that all aspects of the Authority's education services for children and young people have been addressed, or are being addressed, and have been included in the SER document	Karen Evans/Jackie Walley	September 2011
	2 Adult Services	To consider key Adult Services in respect of: <ul style="list-style-type: none"> <li>- Residential Care Home Fees, Market (Care Home Providers), Relationships</li> <li>- Older People's Care – Residential/Home Care</li> <li>- Learning Disability Services</li> <li>- Annual Report from the Director of Social Services</li> </ul>	Identification of performance-related issues	Phil Gilroy	June 2011
	3 Monitoring Performance Against the Corporate Plan (QPR 2)	To scrutinise the Council's performance in delivering its Corporate Plan	Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to become a high performing authority	Tony Ward	September 2011
	4 <i>Project Register</i>	<i>To scrutinise progress on the Council's major projects</i>	<i>Identification of risks with respect to major projects not being delivered on time or</i>	<i>Alan Smith/Keith Amos</i>	<i>November 2011</i>

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered	
			<i>within budget and the formulation of recommendations to address any problems identified</i>			
	5	<i>CSSIW Annual Review and Evaluation of Performance 2010/11</i>	<i>To consider the Regulator's assessment of the Council's performance</i>	<i>Identify areas for further improvement and development</i>	Sally Ellis	November 2011
12 January 2012	1	External Examinations and Teacher Assessments 2010 – 2011  <b>(Co-opted members required)</b>	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	January 2011
	2	Highways and Infrastructure	To scrutinise the highway improvements and street works programme	Scrutiny of priority services	Stuart Davies	June 2011
	3	Energy Efficiency	To scrutinise the Council's performance in reducing CO2 emissions in its non-domestic public building stock	Identification of measures to improve performance and mitigate the risks of financial penalties for the Authority	Paul McGrady	October 2011
	4	Corporate Risk Register (tbc)	To bring the high level corporate risks for scrutiny.	Part of the risk management monitoring and improvement arrangements.	Alan Smith / Tony Ward	June 2011
	5	Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
23 February	1 Housing Services	To consider performance in respect of: <ul style="list-style-type: none"> <li>- Welsh Housing Quality Standards</li> <li>- Waiting Lists and Allocations</li> <li>- Tenancy Agreements</li> </ul>	Identification of performance-related issues.	Peter McHugh	June 2011
	2 Planning, Regeneration and Regulatory Services	To consider performance in respect of: <ul style="list-style-type: none"> <li>- Local Development Plan</li> <li>- Disable Facilities Grants</li> <li>- North Wales Hospital (Financial / Reputation Risk)</li> <li>- Appeals (monitoring our performance)</li> <li>- Financial Plan for Rhyl Regeneration (including Financing Rhyl Going Forward)</li> <li>- Bringing empty homes back into occupation</li> <li>- The additional number of HMOs taken through the licensing scheme</li> </ul>	Identification of performance-related issues.	Graham Boase	June 2011
	3 Monitoring Performance Against the Corporate Plan (QPR 3)	To scrutinise the Council's performance in delivering its Corporate Plan	Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to become a high performing authority	Tony Ward	September 2011
	4 Financial Report 2011/12	To monitor the Council's performance against its budget	(i) identification of areas of potential	Paul McGrady	September 2011

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			strategy for 2011/12 as defined in the MTFP	overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP		
	5	<i>Project Register</i>	<i>To scrutinise progress on the Council's major projects</i>	<i>Identification of risks with respect to major projects not being delivered on time or within budget and the formulation of recommendations to address any problems identified</i>	<i>Alan Smith/Keith Amos</i>	<i>November 2011</i>
5 April	1	Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
<i>17 May (provisionally)</i>	1	Your Voice' complaints performance (including Social Services and Education complaints)	To scrutinise performance on a quarterly basis through the Council's complaints process. <i>(to include exceptions reporting and narrative for performance areas registering red/amber)</i>	Identification of areas of poor performance and development of recommendations with a view to improving performance and service delivery	Steven Goodrum / Catherine Spencer	July 2011
	2	Monitoring Performance Against the Corporate Plan (QPR 4)	To scrutinise the Council's performance in delivering its Corporate Plan	Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to become a high performing authority	Tony Ward	September 2011
	3	Financial Report 2011/12	To monitor the Council's performance against its budget	(i) identification of areas of potential	Paul McGrady	September 2011



Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			strategy for 2011/12 as defined in the MTFP	overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP		
	4	<i>Project Register</i>	<i>To scrutinise progress on the Council's major projects</i>	<i>Identification of risks with respect to major projects not being delivered on time or within budget and the formulation of recommendations to address any problems identified</i>	<i>Alan Smith/Keith Amos</i>	<i>November 2011</i>
July	1	Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
September	1	Annual Report 2011/12	To report the Council's performance against the set PIs for 2010/12	Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to be a high performing authority	Tony Ward	September 2011
	2	Financial Report 2012/13	To monitor the Council's performance against its budget strategy for 2011/12 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
October	1	Monitoring Performance Against the Corporate Plan (QPR 1)	To scrutinise the Council's performance in delivering its Corporate Plan	Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to become a high performing authority	Tony Ward	September 2011
	2	Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
	3	<i>Project Register</i>	<i>To scrutinise progress on the Council's major projects</i>	<i>Identification of risks with respect to major projects not being delivered on time or within budget and the formulation of recommendations to address any problems identified</i>	<i>Alan Smith/Keith Amos</i>	<i>November 2011</i>
December	1	Financial Report 2012/13	To monitor the Council's performance against its budget strategy for 2011/12 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011

**Future Issues**

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
No items listed				

**Information/Consultation Reports**

Date	Item (description / title)	Purpose of report	Author	Date Entered
October/November 2011	Provisional Exam Results for Rhyl Sixth	To provide information on the performance of Rhyl Sixth students in the 2011 external examinations and assess the effectiveness of the system to deliver educational/vocational qualifications to former pupils of Blessed Edward Jones and Rhyl High School	Julian Molloy/Karen I Evans	September 2011
January 2012/July 2012	Your Voice' complaints performance (including Social Services and Education complaints)	The provision of information on Services' performance in complying with the Council's complaints process and the identification of areas of poor performance with a view to the development of recommendations to address weaknesses. <i>(to include exceptions reporting and narrative for performance areas registering red/amber)</i>	Steven Goodrum / Catherine Spencer	October 2011
Information Report Early 2012	Corporate Parenting Group	To review the work of the Corporate Parenting Group.	Leighton Rees	October 2011

10/11/2011

**Note for officers – Committee Report Deadlines**

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
December	<b>17 November</b>	12 January 2012	<b>22 December 2011</b>	23 February	<b>9 February</b>

Performance Scrutiny Work Programme.doc

<b>PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES</b>					
<b>NAME OF SCRUTINY COMMITTEE</b>	Performance Scrutiny Committee				
<b>DATE OF MEETING / TIMESCALE FOR CONSIDERATION</b>	Quarterly, in line with QPR reports. The first one would be 1 <sup>st</sup> December.				
<b>TITLE OF REPORT</b>	Project Register				
<b>P U R P O S E</b>	<b>1. Why is the report being proposed? (see also the checklist overleaf)</b>	To give Members on the committee an overview and status update on the major projects underway in the Council			
	<b>2. What issues are to be scrutinised?</b>	Project delivery			
	<b>3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?</b>	Keith Amos, Project and Programme Team Manager			
	<b>4. What will the committee achieve by considering the report?</b>	It will improve its understanding of project delivery and knowledge of potential risk areas			
	<b>5. Score the topic from 0 – 4 on aims &amp; priorities and impact (see overleaf)*</b>	<table border="1" style="width: 100%;"> <thead> <tr> <th style="background-color: #cccccc;">Aims &amp; Priorities</th> <th style="background-color: #cccccc;">Impact</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> </tr> </tbody> </table>	Aims & Priorities	Impact	3
Aims & Priorities	Impact				
3	3				
<b>ADDITIONAL COMMENTS</b>	This will enhance members understanding of performance in a key area and will complement the QPR reports				
<b>REPORTING PATH – what is the next step? Are Scrutiny’s recommendations to be reported elsewhere?</b>	Scrutiny’s recommendations can inform the Scrutiny work programme. Potentially they can also refer on the Programme Boards or Project sponsors				
<b>AUTHOR</b>	Alan Smith				

Please complete the following checklist:

	Yes	No
Is the topic already being addressed satisfactorily?		X
Is Scrutiny likely to result in service improvements or other measurable benefits?		X
Does the topic concern a poor performing service or a high budgetary commitment?	X	
Are there adequate resources / realistic possibility of adequate resources to achieve the objective(s)?		
Is the Scrutiny activity timely, i.e. will scrutiny be able to recommend changes to the service delivery, policy, strategy, etc?	X	
Is the topic linked to corporate or scrutiny aims and priorities?	X	
Has the topic been identified as a risk in the Corporate Risk Register or is it the subject of an adverse internal audit or external regulator report?	X	

\*The following table is to be used to guide the scores given:

Score	Aims & Priorities	Impact
0	No links to corporate/scrutiny aims and priorities	No potential benefits
1	No links to corporate/scrutiny aims and priorities but a subject of high public concern	Minor potential benefits affecting only one ward/customer/client group
2	Some evidence of links, but indirect	Minor benefits to two groups/moderate benefits to one
3	Good evidence linking the topic to both aims and priorities	Moderate benefits to more than one group/substantial benefits to one
4	Strong evidence linking both aims and priorities, and has a high level of public concern	Substantial community-wide benefits

### SCORING

#### Aims & Priorities

4	Possible topic for Scrutiny – to be timetabled appropriately	Priority topic for Scrutiny – for urgent consideration
3		
2	Reject topic for Scrutiny – topic to be circulated to members for information purposes	Possible topic for Scrutiny – to be timetabled appropriately
1		
0		

Impact

<b>PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES</b>					
<b>NAME OF SCRUTINY COMMITTEE</b>	<b>PERFORMANCE SCRUTINY</b>				
<b>DATE OF MEETING / TIMESCALE FOR CONSIDERATION</b>	<b>TO BE ADVISED – PROPOSAL FOR ITEM TO BE CONSIDERED FOR AVAILABLE SCRUTINY ASAP</b>				
<b>TITLE OF REPORT</b>	<b>CSSIW - Annual Review and Evaluation of Performance 2010/2011</b>				
<b>P U R P O S E</b>	<b>1. Why is the report being proposed? (see also the checklist overleaf)</b>	<b>Scrutiny to receive and consider CSSIW's performance evaluation of Denbighshire Social Services in 2010/2011.</b>			
	<b>2. What issues are to be scrutinised?</b>	<b>Areas where CSSIW assess that Denbighshire does well Consider areas for improvement / development and Denbighshire's response to these issues</b>			
	<b>3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?</b>	<b>N/A</b>			
	<b>4. What will the committee achieve by considering the report?</b>	<b>Consider areas of good practice and service delivery outlined by CSSIW. Awareness of key areas for improvement / development. Denbighshire's response to the above.</b>			
	<b>5. Score the topic from 0 – 4 on aims &amp; priorities and impact (see overleaf)*</b>	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th style="background-color: #e0ffff;">Aims &amp; Priorities</th> <th style="background-color: #e0ffff;">Impact</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e0ffff;">4</td> <td style="background-color: #e0ffff;">4</td> </tr> </tbody> </table>	Aims & Priorities	Impact	4
Aims & Priorities	Impact				
4	4				
<b>ADDITIONAL COMMENTS</b>					
<b>REPORTING PATH – what is the next step? Are Scrutiny's recommendations to be reported elsewhere?</b>					
<b>AUTHOR</b>	<b>SALLY ELLIS CORPORATE DIRECTOR</b>				

Please complete the following checklist:

	Yes	No
Is the topic already being addressed satisfactorily?	√	
Is Scrutiny likely to result in service improvements or other measurable benefits?	√	
Does the topic concern a poor performing service or a high budgetary commitment?		√
Are there adequate resources / realistic possibility of adequate resources to achieve the objective(s)?	√	
Is the Scrutiny activity timely, i.e. will scrutiny be able to recommend changes to the service delivery, policy, strategy, etc?	√	
Is the topic linked to corporate or scrutiny aims and priorities?	√	
Has the topic been identified as a risk in the Corporate Risk Register or is it the subject of an adverse internal audit or external regulator report?		√

\*The following table is to be used to guide the scores given:

Score	Aims & Priorities	Impact
0	No links to corporate/scrutiny aims and priorities	No potential benefits
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2	Some evidence of links, but indirect	Minor benefits to two groups/moderate benefits to one
3	Good evidence linking the topic to both aims and priorities	Moderate benefits to more than one group/substantial benefits to one
4	Strong evidence linking both aims and priorities, and has a high level of public concern	Substantial community-wide benefits

### SCORING

#### Aims & Priorities

4	Possible topic for Scrutiny – to be timetabled appropriately	Priority topic for Scrutiny – for urgent consideration
3		
2	Reject topic for Scrutiny – topic to be circulated to members for information purposes	Possible topic for Scrutiny – to be timetabled appropriately
1		
0		

Impact

**CABINET: FORWARD WORK PROGRAMME**

<b>24 NOVEMBER 2011 – AMENDED DATE</b>	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Community Capital Grants	Councillor D A J Thomas M Dixon / Brian Evans
Village Green Applications - land known as "The Park" off Ffordd Elan, Rhyl	Councillor S Frobisher S Cordiner
Rhyl Going Forward Delivery Plan	Councillor D A J Thomas Tom Booty
Declaration of South West / East Rhyl Housing Renewal Area Phase II	Councillor D A J Thomas Gareth Roberts
Proposed Disposal of Trem Clwyd, Ruthin	Councillor P J Marfleet P McGrady / D Mathews
Extension of 2 Contracts for Work Opportunities for People with Learning Disabilities in Denbighshire – Part II	Councillor P A Dobb Phil Gilroy / Alison Heaton
Recommendations from Scrutiny Committees	Scrutiny Coordinator
<b>13 DECEMBER 2011</b>	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Ruthin Town Plan	Councillor D A J Thomas M Dixon
DCC & CCBC Highways and Infrastructure endorsement of the consultation process	Councillor S Frobisher B E Jones /
Monitoring Performance Against the Corporate Plan	Councillor H H Evans T Ward
Scala Cinema and Arts Centre: Update	Councillor P A Dobb P McGrady / J Groves
Routine reporting on Personnel	Councillor P J Marfleet Linda Atkin
Budget Report	Councillor J Thompson Hill P McGrady
Estyn	Councillor E W Williams J Walley / Sian Thomas
Leisure Development Partner Appointment	Councillor M M Jones J Groves
Denbigh 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
Options for Prestatyn Library Relocation Part II	Councillor P J Marfleet J Groves
HR / People Strategy	Councillor P J Marfleet L Atkin
Recommendations from Scrutiny Committees	Scrutiny Coordinator



<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
Adoption of the Full Business Case for the North Wales Regional School Effectiveness and Improvement Service	Councillor E Williams / H Williams
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
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
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