



To: Chair and Members of the Cabinet

Date: 18 April 2012

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Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 24 APRIL 2012** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams  
Head of Legal and Democratic Services

## AGENDA

### 1 APOLOGIES

### 2 DECLARATION OF INTERESTS

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

### 3 URGENT MATTERS

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

**4 MINUTES** (Pages 1 - 10)

To receive the minutes of the Cabinet meeting held on 20<sup>th</sup> March, 2012 [copy enclosed].

**5 FINANCE REPORT** (Pages 11 - 26)

To consider a report by Councillor J. Thompson-Hill, Lead Member for Finance and Efficiency (copy enclosed) which provides a forecast year-end position for the Council's revenue budget and performance against the budget strategy for 29011/12.

**6 CREATING A DENBIGHSHIRE COMMUNITY ENDOWMENT FUND**  
(Pages 27 - 32)

To consider a report by Councillor H.H. Evans, Leader (copy enclosed) which provides information about a number of moribund or ineffective trust funds and their attaching assets administered by the Council, and recommends a way forward to release funding from these funds.

**7 PEOPLE AND PLACES BOARD CLOSURE REPORT** (Pages 33 - 56)

To consider a report by Councillor P.A. Dobb, Lead Member for Health, Social Care and Wellbeing (copy enclosed) which details the achievements and learning from the People and places Board.

**8 CABINET FORWARD WORK PROGRAMME** (Pages 57 - 58)

To receive the enclosed Cabinet Forward Work Programme and note the contents.

**EXCLUSION OF PRESS AND PUBLIC**

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972, that the Press and Public be excluded from the meeting during consideration of the following item of business because it is likely that exempt information (as defined in paragraphs 13 and 14 of Part 4 of Schedule 12A of the Act) would be disclosed.

**9 ACQUISITION OF 25/26 WEST PARADE, RHYL BY COMPULSORY PURCHASE ORDER** (Pages 59 - 66)

To consider a confidential report by Councillor P.J. Marfleet, Lead Member for Modernising the Council (copy enclosed) on the use of Compulsory Purchase procedures to acquire the property known as 25/26 West Parade, Rhyl for the purpose of redevelopment.

## **MEMBERSHIP**

### **Councillors**

Pauline Dobb  
Hugh Evans  
Sharon Frobisher  
Morfudd Jones

Paul Marfleet  
David Thomas  
Julian Thompson-Hill  
Eryl Williams

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# Agenda Item 4

## CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 20th March 2012 at 10.00 am.

## PRESENT

Councillors Pauline Dobb, Hugh Evans (Chair), Morfudd Jones, Paul Marfleet, David Thomas, Julian Thompson-Hill and Eryl Williams

**Observers:** Councillors W.L. Cowie, M.L. Davies, G.C. Evans, R.L. Feeley and H.L. Jones

## ALSO PRESENT

Chief Executive Officer (MM), Corporate Director: Business Transformation and Regeneration (BJ), Corporate Director: Demographics, Well-being and Planning (SE), Corporate Director: Communities and Learning (HW), Head of Legal and Democratic Services (GW), Head of Finance and Assets (PM), Head of Highways and Infrastructure (SD), Head of Environmental Services (SP), Strategic Regeneration Manager (MD), Principal Regeneration and Investment Strategy Officer (EW), Corporate Improvement Manager (TW), Property Manager (DC), Democratic Services Officer (RH) and Committee Administrator (SW).

### 1 APOLOGIES

Councillor S. Frobisher

### 2 DECLARATION OF INTERESTS

No declaration of personal or prejudicial interest had been raised.

### 3 URGENT MATTERS

No urgent matters had been raised.

### 4 MINUTES

The minutes of the Cabinet meeting held on 21st February 2012 were submitted.

### Item 9 - St Asaph Town Plan

Page 5 - The Strategic Regeneration Manager noted that Councillor Richard Jones had asked that the reference to the discussion of the OpTIC Technium be amended to read

- reference would be made to the fact that the OpTIC Technium was located in the Bodelwyddan ward and that the Business Park also included parts of both the Bodelwyddan and Trefnant wards

Page 7 – Councillor P.A. Dobb also noted that the account of the discussion of the Scala Cinema should reflect that the Lead Member had said that the extra money discussed would put the project in jeopardy.

### **Matters Arising**

Page 7 - Councillor Dobb referred to the report on the Scala Cinema that had been anticipated to be available for the Cabinet to consider at this meeting but advised the Cabinet that the information requested had not been forthcoming and so it had not been possible to submit a report. The Leader said that the Scala Cinema management were aware that a report had been requested and that the Cabinet would expect the report to be submitted in the following 7-10 days.

***RESOLVED** that, subject to the above, the minutes of the meeting held on 21st February 2012 be approved as a correct record and signed by the Leader.*

## **5 CORWEN TOWN PLAN**

Councillor D.A.J. Thomas presented the report which asked for the Cabinet to support the proposed town plan for Corwen. The consultation process was detailed for the three town plans to be considered at the meeting, which was told to consist of a workshop event for members on 14th March 2011 where the purpose and structure of the town plans were discussed as well as consideration at the meetings of:

- Cabinet Briefing – 5th April 2011
- Senior Leadership Team – 19th May 2011
- Communities Scrutiny Committee – 27th October 2011

Heads of Service had been invited to participate at each stage of the plans' development and the town plan for Corwen was considered by the local member for the Corwen ward and members of Corwen Community Council, and had been discussed with representatives of the South Denbighshire Community Partnership and Corwen & District Business Association. A public consultation had also been undertaken on the Council's website and in the town's one stop shop. The consultation had given a platform for ideas to be raised and had led to amendments being made to the plan including greater emphasis being given to the town's 17th Century character.

The Leader of the Council asked for an update on progress with Commerce House and the Strategic Regeneration Manager (SRM) said that notice had been served on the owner but that the challenge of in finding a long-term solution was recognised as a priority. Councillor Dobb asked if there were any potential opportunities for Corwen relating to the Area of Outstanding Natural Beauty (AONB) and the SRM said that most of Corwen fell within the AONB, and that the opportunities this brought were recognised and would be further explored.

Councillor H.L. Jones, the local Member for Corwen, noted the positive reception for the plan in the town and stated that the town plan represented to the local

community that Denbighshire County Council had an active interest in the town's prosperity.

**RESOLVED** that, subject to members' comments, the Cabinet approve the Corwen Town Plan.

## 6 LLANGOLLEN TOWN PLAN

Councillor D.A.J. Thomas presented the report which asked for the Cabinet to support the proposed town plan for Llangollen. The Strategic Regeneration Manager explained that Llangollen Town Council had developed their own plans for the town and that he had met with a Sub-Committee of the Town Council to amalgamate the two documents in to a single plan. The consultation had generated a number of interesting and ambitious ideas for Llangollen including proposals for the introduction of fibre optic broadband, a gardening scheme and a shared space arrangement on Castle Street.

The consultation undertaken through the Council's website highlighted issues such as high domestic rates; negativity towards plans for a supermarket in the town; objection to transferring the Town Hall to the Town Council; and disapproval in some quarters of Llangollen's focus on its night-time economy.

Councillor P.A. Dobb commented that the town plan lacked a Denbighshire Council perspective and said that the town plan represented an opportunity to develop ideas for maximising the use of Council facilities in Llangollen such as the Pavilion and Plas Newydd. Councillor P.J. Marfleet added that Llangollen was in a good location on the way to North-West Wales and that this should be exploited through the town plan placing greater emphasis on the choice of accommodation available, such as ungraded hotels and campsites. Councillor M.M. Jones noted that the Eisteddfod was an excellent opportunity to attract visitors to Llangollen and that the organisers were due a lot of credit. Councillor Jones also observed that relatively few of the local Members for the relevant towns were in attendance at the Cabinet meeting to hear the debate on the town plans, and that this was an opportunity missed.

The Leader added that Llangollen Town Council were a very forward-looking group and that he felt positive in handing ownership of the town plans to the respective town councils.

**RESOLVED** that, subject to members' comments, the Cabinet approve the Llangollen Town Plan.

## 7 PRESTATYN TOWN PLAN

Councillor D.A.J. Thomas presented the report which asked for the Cabinet to support the proposed town plan for Prestatyn. The public consultation undertaken through the Council's website saw the suggestion for the transfer of Council assets to the community rather than private sale; and a recommendation to give a fuller picture of Prestatyn from an equalities perspective.

Councillor J. Thompson-Hill asked that the plan be amended to reflect that higher than County average crime rates in the Prestatyn East ward were attributable to an annual rave event held at the Pontins site. Councillor Thompson-Hill also asked that the reference to Prestatyn as “not an easy place to get to by road” be re-worded as such phrasing could potentially deter investment.

The Leader thanked the Regeneration team for their good work and stated that the reports were positive for their communities and should encourage private sector business confidence. The Leader added that he was hopeful that the town plans would be taken forward by the new Council.

Councillor Thomas thanked the Cabinet for their comments on the respective town plans. He explained that the development of the town plans had been a long process and that he was satisfied with the outcome, but that the plans would need to be taken forward by the local Area Member Groups and reported on regularly to ensure that the town plans are driven forward.

**RESOLVED** that, subject to members' comments, the Cabinet approve the Prestatyn Town Plan.

## **8 MONITORING PERFORMANCE AGAINST THE CORPORATE PLAN**

The Leader of the Council presented the report which gave an update of the Council's performance against the Corporate Plan. It was explained that it had been a challenging process to identify areas for improvement and in recognising priorities but that the Corporate Plan had made monitoring performance much easier. The Leader said that he was pleased with the improvement achieved in Highways and particularly in Education and noted the positive work done relating to demographics and regeneration, but recognised the difficulty in improving these areas given the national economic context. It was emphasised that it would be easy for the improvements achieved to drop off so the focus on performance would have to be kept up in order to maintain high standards.

The Corporate Improvement Manager informed the Cabinet that new elements had been added to the report following a number of requests including the addition of an outcome relating to Safeguarding and Child Protection at the behest of the Wales Audit Office; and the addition of an Outcome Agreement requested by the Welsh Government (WG).

Councillor P.A. Dobb drew the Cabinet's attention to the indicator measuring “the % of adult protection referrals completed where the risk has been managed” to note that the 95% target had been set as a corporate aspiration, and that the 87.2% achieved was actually well above the service's own target of 80% and so the 'Red' status was not an accurate reflection of the standards being achieved. Councillor Dobb said that this highlighted the problem of relating achievable targets to the corporate targets that had been set, and that the performance targets set by other authorities should be considered when setting corporate targets. The Corporate Director: Demographics, Wellbeing and Planning mentioned the difficulty in measuring performance in quantitative form, particularly in relation to the protection of vulnerable adults where the figures do not tell the full story. Councillor M.M.



Jones added that the targets were difficult to meet but the fact that improvements were being made was important.

Councillor P.J. Marfleet stated that the negative 'RAG' status in respect to Outcome 9: Properties having a reduced risk of flooding was attributable to the WG opting against providing financial support for the Corwen Flood Defence Scheme, and that the attainment of targets under this Outcome were outside of the Council's control. Councillor Marfleet also warned that Denbighshire being broadly declared as a high risk area for flooding could lead to difficulties for residents to obtain household insurance. The Head of Highways and Infrastructure said that the review would provide further information in this respect, and the Corporate Improvement Manager noted that indicators giving a 'Red' RAG status would need to be placed in context in the report in recognition that a negative status does not always equate to poor performance. Councillor D.A.J. Thomas added that the Foryd Harbour Bridge faced similar circumstances and would continue to register a negative performance against its indicators despite the project being secure in practice.

Councillor J. Thompson-Hill also noted that the indicator relating to the number of people accessing information via electronic means had little practical relation to reducing flood risk and that its Red 'RAG' status did not show anything of value. Councillor Thompson-Hill asked that in consideration of some of the indicators not being directly relevant, if there was scope to review the indicators and was told that the indicators would be reviewed annually and that the need for the document to be sensible and achievable would mean that it may be necessary to amend some Outcomes significantly.

The Leader agreed that the indicators would need to be more practical in order to be effective. The Leader added that Member input in to developing the indicators would be beneficial and expressed his support for the setting up of a working group by the Performance Scrutiny Committee to monitor this body of work.

The Corporate Improvement Manager observed that the use of annual indicators meant that some problems were being identified relatively late and that the process would be more effective if indicators were measured on a quarterly basis.

**RESOLVED** that the Cabinet notes the progress towards achieving the outcomes detailed in the Corporate Plan, and approves the proposed Action Plan to address the issues identified within the report, subject to the members' comments.

## **9 APPROVAL FOR NMWTRA PARTNERSHIP AGREEMENT**

The Head of Highways and Infrastructure (HoHI) presented the report seeking Cabinet's support to continue its participation in the North and Mid-Wales Trunk Road Agency and approval to enter in to the new Partnership Agreement in principle. The draft copy of the new Partnership Agreement was introduced which would now incorporate Ceredigion and Powys County Councils and tighten procedures for dealing with risks between the partner authorities, but was otherwise the same as the previous agreement. The Head of Finance and Assets added that there would be no significant financial impact from continuing the partnership.

Councillor E.W. Williams stated that the officers that were working on the project may be up to date with developments but that Members were unaware of how well the partnership had been performing due to there not having been a formal meeting for two years. It was suggested that the partnership should submit reports to participating Councils on a regular basis to ensure effective monitoring, and the HoHI agreed that this could be facilitated. Councillor P.A. Dobb requested that Councils were provided with the partnership's forward work programme to help keep track of the work being undertaken, which was also agreed by the HoHI.

The Leader commented that there seemed to be proportionately more investment in South Wales than the rest of Wales and asked how funding was allocated. The HoHI explained that decisions relating to funding were taken at a level above the NMWTRA board and that the board were only able to manage the work following funding allocation, although North Wales was said to have received significant investment.

**RESOLVED** that –

*a) the Cabinet supports the recommendation to enter in to the new Partnership Agreement; and*

*b) the NMWTRA is to provide reports and forward work programmes to the Cabinet on a 6 monthly basis to allow for effective monitoring.*

## **10 CABINET FORWARD WORK PROGRAMME**

Councillor H.H. Evans presented the Cabinet Forward Work Programme for consideration which was supported by the Cabinet without any amendments.

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

## **11 SUPPORTING PEOPLE STRATEGY UPDATE AND OPERATIONAL PLAN 2012 – 13**

Councillor P.A. Dobb presented the report asking for the Cabinet's approval of changes made to the Supporting People Strategy for 2012 to 2014 and the Supporting People Operational Plan 2012/13 prior to the plans being submitted to the Welsh Government.

It was explained that the Supporting People Strategy for 2011-14 set out the strategic priorities for the Supporting People programme in Denbighshire as a framework for revenue resource allocation, and outlined the Supporting People Operational Plan for 2012/13 which was an annual requirement of the Welsh Government. Following consultation a number of amendments had been made to the 'planned actions' for 2012-14 (detailed in Appendix 1 of the report) which required the Cabinet's approval.

**RESOLVED** that *the Cabinet agree to the changes to the Supporting People Strategy for 2012 to 2014 and the Supporting People Operational Plan 2012/13.*

**12 TENDER EXEMPTION FOR SUPPORTING PEOPLE SERVICE CONTRACT TRANSFERS FROM THE WELSH GOVERNMENT TO DENBIGHSHIRE COUNTY COUNCIL**

Councillor P.A.Dobb presented the report seeking the Cabinet's approval to exempt new contracts for services funded by the Welsh Government through Supporting People Revenue Grant (SPRG) from the requirement to tender at the point of transfer to the Council's Supporting People Team through Supporting People Programme Grant. The contracts for Supporting People were explained to be presently funded directly by the Welsh Government but would transfer to Denbighshire County Council during 2012-13.

***RESOLVED** that Cabinet approve the exemption from the tendering process for the transfer of Supporting People Service contracts from the Welsh Government to the Council's Supporting People Team.*

**PART II**

**13 TENDER EXEMPTION FOR SEASHELLS SUPPORTED HOUSING CONTRACT**

Councillor P.A. Dobb presented the confidential report seeking the Cabinet's approval to exempt the Seashells supported housing contract from the requirement to tender.

***RESOLVED** that the Cabinet approved the exemption from the tendering process for the Seashells supported housing contract.*

**14 FINANCE REPORT 2011 - 2012**

Councillor J. Thompson-Hill presented the report providing an update of the latest financial position and the progress made against the agreed budget strategy. Given that the Finance Report compromised both Part 1 and Part 2 elements, in the interest of practicality, the order for the reports to be considered was adjusted and so this item was discussed prior to Item 13. The first part of the report was delivered in open session.

Councillor Thompson-Hill noted that the latest revenue budget forecast had anticipated a net under spend of £846k on Council services and an anticipated overspend of £505k for schools. An update of the Major Capital Projects was also given to the Cabinet.

**PART II**

Appendix 5 to the Finance Report was a confidential report which asked for the Cabinet to approve the Strategic Investment Group's recommendation of the purchase of a site. The meeting moved in to Part 2 to consider this aspect of the report. Councillor Thompson-Hill provided details of the site, how the purchase of the site would benefit the Council and submitted a proposal for the site's purchase.

The Leader agreed that the reasoning for the purchase of the site was logical and would save the Council money that could be used more effectively. Councillor E.W. Williams asked how the money saved from renting the building would be used and whether it would be re-invested in services and Councillor Thompson-Hill indicated that savings were likely to count towards efficiencies targets rather than being specifically re-invested.

**RESOLVED** that the Cabinet –

*a) noted the present financial position; and*

*b) approved the Strategic Investment Group's recommendation to purchase the site.*

**15 THE HONEY CLUB SITE, RHYL - DEVELOPER INTEREST AND COMPULSORY PURCHASE ORDER ON ADJACENT PROPERTY**

Councillor P.J. Marfleet presented the confidential report which provided an update of developer interest in the Honey Club, Rhyl, and asked for the Cabinet to approve the creation of a recommendation panel to determine the preferred development partner. Councillor Marfleet gave details of the propositions that had been submitted for the development of the site and explained the concerns due to the building's conservation status.

The Cabinet discussed the options relating to the conservation of the building and the need for urgency in the decision making process was stressed. Following a discussion of the process for giving final approval of the preferred development partner, the Cabinet agreed that a recommendation panel would be set up to identify a preferred development partner as specified in the report, with the local Member mentioned under the panel's proposed composition to be determined by the local Area Member Group, and the Lead Member for Regeneration to also sit on the panel. The panel's recommendation would be brought to the next meeting of the Cabinet on 24th April. At this meeting the Cabinet would decide how to proceed and whether the decision to approve the preferred development partner should be delegated to the Chief Executive Officer.

**RESOLVED** that –

*a) the Cabinet approved the proposal to set up a recommendation panel to consider the bids made by the developers;*

*b) the composition of the recommendation panel would be as specified in the report;*

*c) the local member sitting on the panel would be determined by the Local Area Member Group;*

*d) the recommendation panel would also include the Lead Member for Regeneration; and*

*e) an update would be presented at the next meeting of the Cabinet, where a decision will be made about how to proceed.*

**16 REGIONAL FOOD WASTE PROJECT - CHANGE OF PREFERRED BIDDER**

Councillor J. Thompson-Hill presented a confidential report seeking the Cabinet's approval to revert to the reserve bidder for the North East Wales Regional Food Waste Project should the initial preferred bidder fail to secure funding by the deadline date of 30<sup>th</sup> March 2012. It was explained that the reserve contract would be more expensive than the contract with the initial preferred bidder but that the reserve bidder had already secured funding, and that the cost would still be less than for using landfill sites.

***RESOLVED*** that the Cabinet approved the removal of the preferred bidder should they fail to secure funding by the deadline date, to be replaced by the reserve bidder.

The meeting concluded at 12:10pm.

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**Report To:** CABINET

**Date of Meeting:** 24<sup>th</sup> April 2012

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

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

**Title:** Finance Report

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

The report gives the forecast year-end position for the council's revenue budget and performance against the budget strategy for 2011/12 as at the end of March 2012. The report also gives a summary update of the Capital Plan, the Housing Revenue Account and Housing Capital Plan.

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

The report advises members of the latest financial forecasts in order to deliver the agreed budget strategy for 2011/12 as defined in the Medium Term Financial Plan, the Capital Plan and the Housing Stock Business Plan.

## **3 What are the Recommendations?**

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

## **4 Report details**

The latest revenue budget forecast is presented as **Appendix 1** and shows a net under spend of £841k on council services (£846k last month) plus £500k on corporate budgets, including the provision for slippage in this year's savings target of £300k. There are also variances within some services compared to original forecasts but these are being managed within the services.

The forecast position for schools shows an over spend of £350k (£505k last month). Further details of departmental budget performance are shown below. The Housing Revenue Account summary is also included in Appendix 1 for information but this is a separate fund and not part of the council's revenue budget.

**Appendix 2** to this report gives an update showing progress against the savings and pressures agreed as part of the 2011/12 budget setting process. In total, net savings of £6.359m were agreed and £6.163m (97%) have been achieved with £0.136m (2%) still classed as in progress. The items remaining

as 'in progress' are those that cannot be confirmed until analysis is completed at the end of the year, though all should be achieved or if not, will be replaced.

## **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 March shows a projected under spend of £841k (£846k last month). This represents a variance of less than 1% on a gross budget of almost £148m. There is also an under spend within some of the corporate budgets. The total variance is just over 1% on a gross budget of nearly £208m. Details are shown below:

The under spend in **Business Planning & Performance** is primarily related to the budget for the administration of the Cymorth grant and the winding down of the current grant.

A small under spend of £10k is reported in **Leisure, Libraries & Community Development** as a result of delays filling vacant posts.

The **Finance and Assets** budget is forecast to be under spent by £20k, generally as a result of staff vacancies.

**PFI** - The original PFI business case model was constructed using much higher interest rates than the council currently achieves, or is likely to achieve in the medium term. The model assumed investments could be made in the early years of the project which would provide a sufficient return to fund costs in later years. Therefore, provision is being made to ensure there isn't a funding gap in future years.

**Highways & Infrastructure** shows a forecast position of £242k under spend (£263k last month). Lower expenditure on winter maintenance budgets has contributed to the overall position this year.

The **Regeneration, Planning & Public Protection** The department is forecasting an under spend of £175k (£215k last month). The movement this month relates to additional expenditure on the Rhyl Going Forward budget and the inclusion of some one-off redundancy costs.



**Adult Services** budgets are shown as balanced but assume that approximately £170k of Supporting People grant (£171k last month) 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 from 2012/13 and ultimately removed so underlying pressures will have to be addressed in the medium term. The outturn as forecast however in the current year allows for the Supporting People reserve to be increased but this is unlikely to happen in future.

**Children & Family Services** are forecasting an under spend of £159k (£122k last month). There are a number of reasons for the movement this month including a specialist placement ending earlier than planned, savings on vacant posts and PC replacement costs being less than forecast.

The **Environment Services** The department is forecasting an under spend of £59k (£82k last month). The change is due to new pressures on the Coastal Facilities budget mainly as a result of being unable to achieve the income target for rent on the Children's Village.

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 at the end of the year. An under spend of £60k is forecast over the departmental budget due to delays in recruitment. If departmental balances are carried forward, it is proposed to use some of this for investment in the intranet in 2012/13.

Expenditure on **corporate budgets** (including bank charges, audit fees and pension back-funding budgets) has been less than anticipated and this should generate an under spend of £200k. Collection rates on **council tax** have remained high this year which will have a positive impact on the yield at year-end and will generate a cash surplus. However, the reform to council tax benefits is likely to reduce collection rates in future years which will impact on the resources available to the council and it would be prudent to make some provision to help manage the impact.

**Schools** – The movement on school balances is now forecast to be a reduction in overall balances of £350k (£505k last month). The position includes seven schools in financial difficulty. Schools with a forecast deficit position are required to submit proposals to achieve a balanced budget. Schools with an over spend at year-end will carry the deficit balance forward.

**Capital Plan** – The estimated outturn is £34.2m. **Appendix 3** shows a summary of the current plan and how it is financed. **Appendix 4** gives an update of major projects.

**Housing Revenue Account (HRA)** – The latest HRA forecast shows a planned in-year deficit of £1.306m (£1.109m last month) against an original budget of £1.025m. The forecast deficit is currently £281k higher than the

original budget. 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 £703k (£899k reported last month).

The main movement this month relates to the Repair & Maintenance (R&M) budget where the forecast expenditure has increased by £200k. This is due to a number of issues, including the additional cost of a new gas servicing contract and the funding of pension strain costs within the year. Also included is additional one-off expenditure invested toward the end of the year in reducing the backlog of repair and maintenance jobs outstanding. This additional work amounted to around £100k and will help ensure that the backlog of works is kept at a more manageable level in future. The HRA budget is being reviewed for 2012/13 with a zero based approach being introduced and a notional trading account being introduced within the R&M element to help monitor costs and performance more closely.

The Housing Capital Plan forecast outturn has increased to £5.607m (£5.354m reported last month) compared to the budgeted estimate of £5.969m for the year. The increase is largely due to rescheduled omissions and works brought forward from Improvement Groups 6, 7 & 8, which were scheduled to start in 2012/2013. The achievement of Welsh Housing Quality Standard by the end of 2012/13 remains on target and the latest expenditure forecasts do not affect the viability of the Housing Stock Business Plan. A detailed stock condition survey will be completed in 2012/13 and this will help inform capital investment and business planning assumptions going forward.

A summary of the latest HRA position is shown in the table below.

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

<b>Housing Revenue Account Summary 2011/12</b>	
<b>March 2012</b>	
<b>Expenditure</b>	<b>£'000</b>
Housing Management & Maintenance	5,576
Capital Charges	2,591
Subsidy	3,079
Provision for Bad Debts	26
Revenue Contribution to Capital	1,341
<b>Total Expenditure</b>	<b>12,613</b>
<b>Income</b>	
Rents	11,143
Garages	155
Interest	9
<b>Total Income</b>	<b>11,307</b>
<b>In Year Deficit</b>	<b>1,306</b>
<b>HRA Balance Carried Forward</b>	<b>703</b>

<b>Housing Capital Plan</b>	
<b>March 2012</b>	
	<b>£,000</b>
Planned Expenditure	5,607
<b>Funded By:</b>	
Major Repairs Allowance	2,400
Revenue Contribution	1,341
Capital Receipts	65
Prudential Borrowing	1,801
<b>Total</b>	<b>5,607</b>

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

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

## **8 Chief Finance Officer Statement**

The forecast outturn position is welcome and demonstrates that services are working toward achieving this year's financial plan. The delivery of the savings target for this year is a significant achievement and the latest position gives a good platform to ensure that next year's targets can be met. It is important that services continue to manage budgets prudently and that any in-year surpluses are considered in the context of the medium-term financial position.

As predicted, the overall position has continued to improve and part of this improvement is because of progress being made in the delivery of next year's savings. Some corporately held budgets for specific provisions that are committed in future years will generate a cash surplus in the current year.

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

The financial markets remain volatile and this continues to limit the number of institutions with which the council can invest. Earlier in the year, the council decided to limit all investments to six months as a prudent measure. As the ratings of some UK banks were then downgraded, the council's treasury strategy had to be amended during the year and deposits with UK banks were limited to one month. This has now been extended to 90 days. The council is continually exploring all prudent options to ensure that investments are secure whilst also trying to achieve the most reasonable returns possible in the circumstances.

Due to lower than anticipated borrowing costs this year, there will be a surplus in the capital financing budget. This is because additional borrowing was not required as originally planned. This will be used to reschedule debt before the end of the financial year and will provide a small reduction in the council's overall borrowing costs.

Total borrowing currently stands at £136m at an average rate of 5.73% and total investments are £27.0m at an average rate of 1.45%.

## **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 31/03/2012	Budget			Projected Outturn			Variance			Net	Variance Previous Report
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Business Planning & Performance	1,195	-224	971	1,312	-438	874	117	-214	-97	-9.99%	-100
Legal & Democratic Services	2,086	-538	1,548	2,279	-745	1,534	193	-207	-14	-0.90%	0
Finance & Assets	14,538	-7,412	7,126	14,955	-7,849	7,106	417	-437	-20	-0.28%	-20
Highways & Infrastructure	20,080	-9,401	10,679	19,885	-9,448	10,437	-195	-47	-242	-2.27%	-263
Planning, Regeneration & Public Protection	5,765	-1,949	3,816	5,566	-1,925	3,641	-199	24	-175	-4.59%	-215
Adult & Business Services	44,730	-13,004	31,726	43,884	-12,158	31,726	-846	846	0	0.00%	0
Children & Family Services	9,904	-1,105	8,799	9,853	-1,213	8,640	-51	-108	-159	-1.81%	-122
Housing Services	1,624	-1,236	388	1,616	-1,228	388	-8	8	0	0.00%	8
Leisure, Libraries & Community Development	10,272	-4,675	5,597	11,373	-5,786	5,587	1,101	-1,111	-10	-0.18%	-12
Strategic HR	1,647	-370	1,277	2,096	-824	1,272	449	-454	-5	-0.39%	0
Customer Services	3,857	-876	2,981	4,100	-1,179	2,921	243	-303	-60	-2.01%	-40
Environment	19,650	-8,219	11,431	19,621	-8,249	11,372	-29	-30	-59	-0.52%	-82
Modernising Education	1,336	0	1,336	1,341	-5	1,336	5	-5	0	0.00%	0
School Improvement & Inclusion	11,225	-6,678	4,547	11,585	-7,038	4,547	360	-360	0	0.00%	0
<b>Total Services</b>	<b>147,909</b>	<b>-55,687</b>	<b>92,222</b>	<b>149,466</b>	<b>-58,085</b>	<b>91,381</b>	<b>1,557</b>	<b>-2,398</b>	<b>-841</b>	<b>-0.91%</b>	<b>-846</b>
Corporate	42,699	-36,671	6,028	42,499	-36,671	5,828	-200	0	-200	-3.32%	-100.00
MTFP 2011/12 Slippage Provision	300	0	300	0	0	0	-300	0	-300	-100.00%	-300.00
Precepts & Levies	4,549	0	4,549	4,549	0	4,549	0	0	0	0.00%	0.00
Capital Financing	12,104	0	12,104	12,104	0	12,104	0	0	0	0.00%	0.00
<b>Total Corporate</b>	<b>59,652</b>	<b>-36,671</b>	<b>22,981</b>	<b>59,152</b>	<b>-36,671</b>	<b>22,481</b>	<b>-500</b>	<b>0</b>	<b>-500</b>	<b>-2.18%</b>	<b>-400</b>
<b>Council Services &amp; Corporate Budget</b>	<b>207,561</b>	<b>-92,358</b>	<b>115,203</b>	<b>208,618</b>	<b>-94,756</b>	<b>113,862</b>	<b>1,057</b>	<b>-2,398</b>	<b>-1,341</b>	<b>-1.16%</b>	<b>-1,246</b>
<b>Schools</b>	<b>67,166</b>	<b>-7,226</b>	<b>59,940</b>	<b>67,516</b>	<b>-7,226</b>	<b>60,290</b>	<b>350</b>	<b>0</b>	<b>350</b>	<b>0.58%</b>	<b>505</b>
<b>Total Council Budget</b>	<b>274,727</b>	<b>-99,584</b>	<b>175,143</b>	<b>276,134</b>	<b>-101,982</b>	<b>174,152</b>	<b>1,407</b>	<b>-2,398</b>	<b>-991</b>	<b>-0.57%</b>	<b>-741</b>
<b>Housing Revenue Account</b>	<b>12,327</b>	<b>-11,302</b>	<b>1,025</b>	<b>12,613</b>	<b>-11,307</b>	<b>1,306</b>	<b>286</b>	<b>-5</b>	<b>281</b>	<b>27.41%</b>	<b>84</b>

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Appendix 2 Medium Term Financial Plan Update 2011/12 Update to 31/03/2012					
Ref	Action	Status	Saving £'000	Total £'000	Posts
<b>General</b>					
A1	Workforce Budget Reduction 1%	Achieved	125		
A4	Reduce staff advertising	Achieved	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	5
<b>Asset Review</b>					
B1	Office accommodation	Achieved	80	80	
<b>Support Services Review</b>					
C1	HR review	Achieved	50		1
C12	Insurance Tender	Achieved	50		
C2	Property services - phase 1	Achieved	100		1
C3	Legal services - phase 1	Achieved	42		1
C4	Democratic support	Achieved	52		1
C5	ICT/IM	Achieved	131		4
C5	ICT/IM	Achieved	14		
C6	ICT/IM	In Progress	126		
C7	Finance - Financial Management	Achieved	70	635	2
<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		1
Db17	Tourism Service Redesign	Achieved	20		1
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)	Replacement	20		
Db9	Fleet Efficiency	Achieved	50		
Db1/12	Other	Achieved	26		
Db14	WAG Waste Target Pressures	Confirmed	-247		
Db15	Free School Meals Cost Pressures	Confirmed	-130	164	
<b>Planning, Regeneration &amp; Regulatory Services</b>					
Dc1	Review of Regeneration	Achieved	40		1
EC21	Review Pest Control	Achieved	30		0.5
EC22	Review Development Control	Achieved	20		1
EC25	Review of CCTV service	Achieved	20		
EC26	Review of Pollution Control	Achieved	30		0.5
EC27	Review of Trading Standards	Achieved	60	200	1

Base budget reduction applied to staffing budgets.  
 Base budget reduction applied though actual expenditure has exceeded the total cut.  
 Includes savings on e-tendering school transport contracts and new insurance contract.  
 Reduction in cabinet membership etc.  
 Based on removal of 3 senior management posts and 2 PA posts.  
 Base budget reduction.  
 Based on forecast reduction in pupil numbers.  
 Removal of single status funding.

Savings in relation to Trem Clwyd and Fronfaith.

Ongoing savings re HR Direct and impact of restructure, inc saving on 1 management post.  
 New contract has delivered savings. Part of the saving included in procurement target above.  
 Savings through restructure - redundancy and reduction in use of agency staff.  
 Removal of a solicitor's post  
 Removal of a manager's post  
 Four redundancies as part of reorganisation of the department  
 Dependent upon wider use of Proactis to allow a further post to be declared redundant  
 Procurement/consolidation of equipment - will be achieved but need to proved at year-end.  
 Removal of 2 posts in creditor payments

New booking system and membership scheme  
 Savings in admin as sections move to one location  
 General increases in income from various sources  
 Libraries  
 Libraries - review of cleaning and caretaking costs  
 Libraries  
 Libraries

Open spaces - included restricted use of nursery for bedding plants as well as outsourcing  
 Increase charges over inflation  
 Post reduction Senior Admin Officer  
 Saving of PA post.  
 Savings from redefinition of roles, lower numbers and integrations with public realm and leisure.  
 New recycling contract  
 Reduction in project budget as it comes live  
 Achieved in part but replaced with other savings  
 Hired vehicles replaced by in-house  
 Pressure is as originally forecast.  
 Pressure is as originally forecast.

Staff reductions as a result of restructuring - includes elements of a management post  
 Part of collaboration project - one post gone on EVR  
 Officer on long term sabbatical, not replaced.  
 Review of shift patterns and overtime.  
 Part of the same project as noted against Pest Control  
 Part of collaboration - senior management posts shared with Conwy.

		<b>Status</b>	<b>Saving £,000</b>	<b>Total £'000</b>		
<b>Highways &amp; Infrastructure</b>						
Dd1	Road Safety	Achieved	45		Various small savings due to use of traffic signals, anti-skid surfaces, etc.	
EC11	Street Lighting	Achieved	30		Based on work recharged to Conwy under collaborative structure.	
	Public Transport	Replacement	30		Savings 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	Achieved	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	1
Df16	Administration Rationalisation	Achieved	47		Reduction of administrative support as part of wider review	2
Df17	Systems Thinking and Vacancy Control	Achieved	40		Removal of long-term vacancies and introduction of new locality structure	1
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%) being deleted	0.5
Df6	Day care - review and rationalise	Deferred	60		Will be delivered in full next year (£120k)	
Df8	Impact of investment in reablement	Achieved	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	Achieved	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	Confirmed	-179		Loss of grant figure reduced by £115k as noted above.	
P2/3/5	Demographic Change	Confirmed	-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.	4.5
<b>Children &amp; Family Services</b>						
Dj1	Management Changes	Achieved	105		Review of senior posts - includes removal of two senior manager level posts.	2
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	Achieved	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.	2
Dj20	Legislative	Confirmed	-14		Increased costs resulting from Southwark Judgement - more likely to be £20k.	
Dj16/17	Social Worker & Staffing Pressures	Confirmed	-117		Pressure has reduced because of vacancies but offset by an increase in fostering pressure.	
Dj18	In-house Fostering	Confirmed	-62		Pressure has increased from the original estimate.	
Dj19	Direct Payments	Confirmed	-24	110	Pressure is as expected.	
<b>Housing Services</b>						
Dz1	Various small savings	Achieved	31	31	Numerous small savings. Will be confirmed following review of total housing budget, including the HRA.	
<b>Total Savings 2011/12</b>				6,359		34
<b>Summary:</b>						
Savings Achieved/Replaced or Pressures Confirmed			6,163	97		
Savings In Progress/Being Reviewed			136	2		
Savings Not Achieved/Deferred			60	1		
Total			6,359			



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

**APPENDIX 3**

		2011/12	2012/13	2013/14	2014/15
		£000s	£000s	£000s	£000s
<b>Capital Funding:</b>					
<b>1</b>	<b>General Funding:</b>				
	Unhypothecated Supported Borrowing	4,132	8,679	3,152	2,994
	General Capital Grant	3,564	1,934	1,931	1,931
	General Capital Receipts	2,586	1,063		
	Earmarked Capital Receipts	216	150	0	0
		10,498	11,826	5,083	4,925
<b>2</b>	<b>Prudential Borrowing</b>	10,476	9,995	3	300
<b>3</b>	<b>Reserves and Cera</b>	886	1,740	0	0
<b>4</b>	<b>Specific Grants and Contributions</b>	12,635	10,235	4,076	848
	<b>Total Finance</b>	34,495	33,796	9,162	6,073
	<b>Total Estimated Payments</b>	-34,245	-32,295	-4,079	-1,148
	<b>Contingency</b>	-250	-1,501	-1,000	-1,000
	<b>Earmarked Contingency</b>				
	<b>Unallocated Reserve</b>	0	0	0	0
	<b>Funding available</b>	0	0	4,083	3,925

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## Appendix 4 Major Capital Projects Update

### Rhyl Coastal Defence

Budget	£8.246m Phases 1 & 2
Funding	WAG Grant
Expenditure to Date	£7.278m
Comments	<p>Approval for Phases 1 &amp; 2 has been given by the Welsh Government and they have increased the grant by £1.25m to bring the total to £8.246m. This is the funding required to complete phases 1 &amp; 2 of the scheme in isolation of phase 3.</p> <p>Phases 1 &amp; 2 are the works to the inner harbour and river training wall. The works are underway and progressing well and are anticipated to be complete by early May 2012.</p> <p>The Minister for Environment and Sustainable Development visited the site on 29 March and was made aware of the importance for phase 3 to receive grant aid.</p> <p>Approval for Phase 3 of the works, in relation to the stepped revetment towards the drift park is still awaited. Consultants are currently calculating the cost benefit of building phase 3; this will form part of the justification and grant application for phase 3 works. It is anticipated this aspect of work will be complete and submitted to the Welsh Government by the end of April 2012. It looks increasingly likely that any grant approval for phase 3 would not be received until 2013/14.</p> <p>The council has recently received grant allocation from TAITH to enhance the surfacing to the prom and to provide seating, bike hoops and litter bins.</p>
Forecast Expenditure 11/12	£5.552m

### Foryd Development

Budget	£10.013m (inc Revenue £413k)
Funding	WG, WEFO and Sustrans grants
Expenditure to Date	£1.35m
Comments	<p><b>Summary</b> The Welsh Government Estates department are currently reviewing project costs and this is expected to be complete before the end of April 2012.</p> <p><b>Foryd Harbour Cycle &amp; Pedestrian Bridge</b></p> <p>The preparation of the contract documents for the construction phase of the bridge is near completion. A review of all the contract</p>

	<p>documentation associated with the bridge is being undertaken before the award of the construction contract. It is hoped to award the contract in May 2012.</p> <p>Correspondence from the Welsh Government regarding the Section 106 Order in respect of the bridge has confirmed that the order was made on 28<sup>th</sup> March. However, a six week consultation period is required following this date, after which, subject to no objections having been received, the order will automatically be made.</p> <p><b>Quayside Units, Public Square &amp; Extended Quay Wall</b></p> <p>The Planning application for the works was approved on 14<sup>th</sup> March 2012 with planning conditions. Work has commenced on the discharge of these conditions together with those from the pedestrian and cycle bridge planning which have yet to be discharged.</p> <p>Work has now commenced on the detailed design which is progressing well. The lighting scheme for the public square is currently being designed and will complement the lighting scheme planned for the pedestrian and cycle bridge.</p> <p>The programme of works shows a start on site in June 2012 with the initial works being the construction of the quay walls and the infrastructure of the public square.</p> <p>A temporary Harbour Masters office together with a visitor centre will be located at Foryd Harbour for the duration of the works. This will provide an essential staff presence in the harbour to inform users and visitors, and will provide a base from which to operate the bridge and CCTV system prior to the completion of the quayside building.</p> <p>The programme of works for this element of works dovetails with that of the Pedestrian and Cycle Bridge to enable the schemes to progress alongside each other. It is anticipated that the contract for the quay walls and the public square will be awarded in May 2012; the work will commence in June 2012 and be complete by March 2013 enabling the bridge works to be completed.</p> <p>The finishes to the square and the building will be subject to subsequent works contracts; these are scheduled to complete in December 2013. This is due to the settlement period required further to the construction of the quay walls.</p>
Forecast Expenditure 11/12	£1.19m

### Highways Programme Works

Budget	£5.87m
Funding	£5.87m Prudential Borrowing
Expenditure to Date	£5.0m
Comments	An allocation of £5.87M was made to progress highways capital works as part of the 2011/12 Capital Bid process. Regular updates on progress have been provided to all Councillors during the year.
Forecast Expenditure 11/12	£5.87m

### Property Acquisition & Demolitions, Rhyl Going Forward

Budget	£4.36m
Funding	£2.32m SRA Grant ; DCC Prudential Borrowing £1,025k , PEG £220k; THI £168k; WEFO £535k; DCC £95k
Expenditure to Date	£2.66m
Comments	<p>Council have previously approved the purchase of a number of properties in Rhyl with a view to demolition and the provision of public realm works. Latest updates are as follows:</p> <p><b>25 &amp; 26 West Parade</b> A separate report is on this agenda concerning these properties.</p> <p><b>26 Abbey Street</b> Transfer of ownership to the Authority should happen soon.</p> <p><b>28 and 30 Abbey Street</b> Both properties are now in the ownership of the Council. It is anticipated that works on site will commence by the beginning of May.</p>
Forecast Expenditure 11/12	£1.21m

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**Report To:** Cabinet

**Date:** 24 April 2012

**Lead Members:** Councillor Hugh Evans  
Leader

**Lead Officers:** Hywyn Williams  
Corporate Director: Learning & Communities  
Paul McGrady  
Head of Finance and Assets

**Title:** Creating a 'Denbighshire Community Endowment Fund'

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

- 1.1** To provide the information about a number of moribund or ineffective trust funds and their attaching assets which are administered by the Council, and to recommend a way forward to release funding from these funds.

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

- 2.1** To recommend that, subject to the absolute agreement of the Charity Commission, that the moribund and ineffective trust funds and their attaching assets are transferred to the proposed 'Denbighshire Community Endowment Fund' to be managed and administered by the Community Foundation in Wales.

**3. What are the Recommendations?**

- 3.1** To note the information about 55 moribund and ineffective trusts and their attaching assets held by the Council and the proposed 'Denbighshire Community Fund.' (Appendix 1)
- 3.2** To agree that, subject to the full support of the Charity Commission, that the 55 moribund and ineffective trusts and their attaching assets are transferred to the proposed 'Denbighshire Community Endowment Fund' to be managed by and to become the legal responsibility of the Foundation.
- 3.3** To authorise to undertake the necessary legal actions and enter into the required agreement with the Community Foundation in Wales.

**4. Report Details**

- 4.1** The Council holds a number of funds in trust (as sole trustee) following bequests and investments made to and for various issues and causes in the county borough. In some cases, the funds have become moribund or ineffective as the original intentions or objects within the governing documents of the funds are now out of date. In other cases the assets comprise the net sale proceeds of property and land originally owned by respective trust funds.
- 4.2** In order to prevent the Council being negligent in charity a review of these trust funds and their attaching assets has been undertaken by a group of officers of the Council led by Hywyn Williams, Corporate Director Learning & Communities. The

review has identified 55 education trusts together with the net sale proceeds of a property known as Stansty Cottage and the net sale proceeds of a piece of land, which have been determined as moribund or ineffective. Six of the Trust Funds are registered with the Charity Commission of England and Wales and 49 relate to unregistered trust funds. Assets total circa. £268,000 held in the form of cash.

- 4.3** Action needs to be taken to make these trust funds and their attaching assets workable again, but this is not Council money and it can never be absorbed into mainstream budgets. It might be possible to agree new arrangements with the Charity Commission to update the purpose of the trust funds and enable them to be distributed, but any new fund would have to be a charity in its own right, and the Council would still have to act as sole trustee, accountable to the Charity Commission for its management.

#### **4.4 Release of Moribund and Ineffective Funds and their Attaching Assets**

The Charity Commission is keen to see the release of the many moribund and ineffective trust funds locked into local authorities around the country, and the Commission particularly supports the release of these funds to leading charitable bodies.

Following formal consultation with the Charity Commission, it is apparent that the most effective use of these moribund and ineffective funds and their attaching assets would be to transfer them to a body who will act as trustee and manage the funds, converted into a new small grants scheme (working title: 'The Denbighshire Community Endowment Fund') for charitable distribution to eligible organisations, broadly in line with the trust funds' original objectives.

The Community Foundation in Wales (the Foundation) has been identified as a possible organisation to manage these funds on behalf of the county. Based on a model of philanthropic giving started in the USA nearly 100 years ago, Community Foundations are now a well established and recognised part of the UK voluntary sector. They have been established to cover specific geographical areas and to support their local communities at grassroots level. They are set up as charitable trusts to enable many donors to collaborate in creating a permanent capital fund for the benefit of defined local areas. This will generate income for grant making that will be available for the long term, responding to local needs and issues at the time.

The Foundation is a respected national charity which operates and is effective across Wales, whose board members include senior representatives from the business, law and charitable sectors. Trefor Jones CBE, HM Lord Lieutenant of Clwyd is appointed Vice President. The Foundation is an administrator and distributor of charitable funds and manages a number of corporate and statutory grant programmes which directly benefit Denbighshire. Over the last five years the Foundation has distributed over £4.5 million of grants to support over 600 groups and individuals and projects across Wales working to meet a range of needs. Denbighshire groups and individuals alone have benefited from £35,000 through 15 awards in the last three years. The Foundation is quality accredited by the Community Foundation Network to standards endorsed by the Charity Commission and manages a Capital Endowment Fund in excess of £5 million, utilizing the services of professional fund investment managers.

The Foundation is being assisted by an advisor from the Community Foundation Network who has completed a similar transfer processes with 30 local authorities across the United Kingdom including five local authorities based in Wales.



Community Foundations across the UK have successfully assumed responsibility from local authorities for in excess of £20million of moribund and ineffective trust assets creating in excess of £1.3million per annum increased capacity of grant making to individuals and grassroots community groups. This person also acts as the Community Foundation's 3 representative on the Charity Commission's working group to liberate moribund and ineffective trust funds.

Given the governance arrangements of the Foundation, their experience of managing funds and small grants schemes, and their reasonable administration charges, it is possible to recommend the Foundation as the body to administer the 'Denbighshire Community Endowment Fund'. No other locally based organisation has been identified which has the relevant experience or expertise to deal with the release of such moribund and ineffective funds and their attaching assets and to deliver the resulting benefits.

Transfer of the funds will require the absolute agreement of the Charity Commission linked to a transfer agreement between the Council and the Foundation.

#### **4.5 The 'Denbighshire Community Endowment Fund'**

The Board of Trustees of the Foundation will be the Trustees of the 'Denbighshire Community Foundation Fund'. If the transfer takes place the Council will no longer hold any of the funds or their assets or be responsible for their distribution. The agreement of the Charity Commission and the transfer agreement between the Council and the Foundation will set out the charitable purposes of the Fund.

The capital sum of approximately £268,000 will form the initial capital fund with interest from the fund distributed by the Foundation as the 'Denbighshire Community Endowment Fund' small grants programme. The amount available for distribution each year will depend on interest rates and other investment returns.

The Foundation will continue to identify possible sources of additional funds so that the 'Denbighshire Community Endowment Fund' can be potentially used for match funding purposes.

Initially, it is proposed to set aside £10,000 from the 'Denbighshire Community Endowment Fund' capital for distribution in 2012/13 and £10,000 for distribution in 2013/14 so that is possible to make grants immediately. It is believed that this will encourage donations from individuals, companies, businesses and organisations situated within the county who will be attracted to contribute to a Fund which is capable of making an immediate impact in servicing the needs of the community. The combined total of £20,000 represents income accrued over many years from the moribund and ineffective assets in scope. The Charity Commission have formally sanctioned this approach.

In establishing the 'Denbighshire Community Endowment Fund', the Foundation will set funding themes that are complementary to the Council's Big Plan, to include and could include:

- ❖ Community Safety, including crime and disorder
- ❖ Sustainable neighbourhoods including the environment and housing
- ❖ Prosperity, skills and jobs
- ❖ Lifelong learning including early school years
- ❖ Transport
- ❖ Health and healthy living

- ❖ Culture, arts and sports
- ❖ Community cohesion including issues of race and disability
- ❖ Improving the lives of people with limited resources
- ❖ General charitable purposes which align to the Foundation's ethos of inspiring local giving

For individuals a maximum grant award of £750 is proposed and for groups only activity that is itself charitable could be funded to a maximum grant of £750.

Initially applications to the fund will only be received from applicants seeking support for educational purposes (to include prize awards, educational attainment and bursaries) thereby ensuring that the assets from the liberated moribund and ineffective trust funds are used broadly in line with their original objects. This is a Charity Commission condition of approval and one which we are keen to support. Communications to educational establishments across the county will be despatched announcing the launch of the Denbighshire Community Endowment Fund and the process for accessing grant funding at the appropriate time.

The Foundation will publish guidelines and eligibility criteria for the 'Denbighshire Community Endowment Fund'. Applications will be restricted to applicants residing within the county and in accordance with the Foundation's respected custom and practice, a grants panel comprising local people will assess all applications received and make funding recommendations. The trustees of the Foundation, as the accountable body, will review and approve all recommendations made. Applications which do not meet the criteria of the 'Denbighshire Community Endowment Fund' will, wherever possible, be signposted to alternative funds administered by the Foundation, as will occur if the 'Denbighshire Community Endowment Fund' is overbid. This will assist in reducing the risk of applicants being disappointed. Assets will be used broadly in line with the original objects and areas of benefit. This will be a condition of 'absolute sanction' from the Charity Commission for England and Wales.

The grants panel will be made up of a number of people and the Council can appoint representatives onto this group to give Members an involvement in the distribution of the funds.

When the 'Denbighshire Community Endowment Fund' is established, information about the fund and application process will be circulated to all members, publicised on the Council and the Foundation's respective websites, and promoted in the local media and by appropriate community support networks.

#### **4.6 The 'Denbighshire Community Fund' Administration**

A one-off establishment fee of up to 3% of the value of the assets at the time of transfer to be negotiated with the Council to represent the direct costs aligned to the work undertaken by the Foundation to establish the Fund and to liberate, through the Charity Commission, the moribund and ineffective trust funds in scope and their attaching assets.

The value of all assets held in the form of endowment will incur an annual management charge of 1.25% of the market value of the Fund.

The management and administration of the distribution element of the fund will incur a fee of 10% per annum of all income passing to the fund. This is based on interest earned and any one-off donations.

## **4.7 Options**

There are three options:

- (a)** To continue as at present, with the 55 trust funds and their attaching assets continuing to be dormant and or ineffective.
- (b)** To seek new arrangements with the Charity Commission to update the purpose of the individual trust funds and enable them to be distributed again, but any new fund would have to be a charity in its own right, and the Council would still have to act as sole trustee accountable to the Charity Commission for its management.
- (c)** To transfer the dormant and ineffective trust funds and their attaching assets to a body who will act as trustee and manage a new trust fund the proposed Denbighshire Community Endowment Fund with annual income , converted into a new small grants scheme for charitable distribution broadly in line with the contributory funds' original objective.

Option (a) would continue the present situation, whereby the Council is in danger of becoming negligent in charity and there the trust funds are not meeting the needs of local people as envisaged by the original donors. Option (b) would result in the Council continuing as the trustee with greatly increased administrative commitments and, whilst the costs could be charged to the individual trust funds, it would be undertaking work that is not core to the Council's objectives. Option (c) would result in the trust funds and their attaching assets being used to meet the needs of local people through an independent organisation regulated by the Charity Commission which would also be best placed to grow the size of the funds by attracting resources that are not available to the Council.

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

The Council has a clear statement of intent about being a 'high performing Council close to the community'. Releasing dormant funds will enable the Council to support individuals and organisations within the community to achieve and succeed. Releasing these dormant funds will also link up with the process of reviewing the way that community based funding is administered within the County.

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

There are no direct financial implications for the Council. The Council is the sole trustee of the trust funds and their attaching assets but the money can never be absorbed into Council mainstream budgets.

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

The Corporate Director: Learning & Communities, together with the Section 151 Officer have been holding discussions with the Community Foundation for Wales who would administer this fund. The Foundation has also been in consultation with the Charities Commission in order to gauge how practical this approach would be, and this report was presented to the Communities Scrutiny Committee and supported by that Committee at their meeting on the 1 March 2012,

**8. Chief Financial Officer Statement**

There are no obvious costs to the council and the proposal has the potential to release funding to support worthwhile educational schemes in communities. The report confirms that there are no other suitable organisations based locally that could deliver the service. The set up cost and annual charge for the service is below the council's tendering threshold and would be met from the value of the trust funds, rather than from the council's revenue budget.

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

These funds are currently dormant and are not used for any purpose. Future administration of these funds will be undertaken by the Community Foundation in Wales, which will mean that decisions around the allocation of these funds will be outside of the Council's remit and power. However, the Community Foundation in Wales are keen to retain a local decision making process to administer the funding that will be released on an annual basis. The Council will ensure that it is represented on the local decision making panel.

**10. Power to make the Decision**

Section 2 Local Government Act 2000 provides that a local authority may do anything which it considers is likely to achieve the promotion or improvement of the economic, social or environmental well being of its area."

**Report To: Cabinet**

**Date of meeting: 24<sup>th</sup> April, 2012**

**Lead Member: Lead Member for Health, Social Care and Wellbeing**

**Report Author: Corporate Director, Demographics, Wellbeing and Planning**

**Title: People and Places Board Closure Report**

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

The report details achievements and learning from the People and Places Board which had its final meeting in March 2012.

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

To seek agreement to action key recommendations from the Closure Report.

## **3. What are the Recommendations?**

3.1 To undertake a review of corporate board/programme management structures on an annual basis to ensure they remain fit for purpose

3.2 To ensure future corporate programmes have outcomes, objectives, indicators and measures which can be delivered within an electoral term

3.3 To agree standards for attendance within the terms of reference of future Programme Boards and how failure to attend consistently will be addressed

3.4 To support the development of a structure to support the Older People's Champion so as to ensure continued delivery of "Communities and Wellbeing" projects

## **4. Report details.**

4.1 The People and Places Programme Board was established in October 2010 following a review designed to simplify the structures by which the council delivered its business. It was one of two Boards established at this time- the other being the Business Transformation Board.

4.2 The agreed purpose of the People and Places Board was to provide leadership and coordination of activity to:

***"tackle the key strategic challenges to the well being and economic circumstance of the County's population and to build the relationship between the Council and the communities it serves. In particular to focus on those challenges which need cross-cutting action to resolve and to ensure delivery on relevant priorities and targets set out in the corporate plan"***

4.3 The following broad workstreams were agreed:

- realigning regeneration, anti-poverty and support programmes in Rhyl to ensure that future Council activity in the area is more corporately delivered and linked to mainstream service delivery
- developing the Town Plans so that they become the primary mechanism for delivering effective change in our communities in a way which reflects local needs and aspirations
- continuing to ensure delivery of the programme to achieve greater efficiency in services for older people including realignment of services corporately to meet the needs of Denbighshire's growing older population

Subsequently, it was agreed that the Board should develop a further workstream relating to

- ensuring there is a compelling "offer" for young people and young families in Denbighshire

4.4 The eighteen months since the Board was set up have seen the development of the BIG Plan, the formal establishment of MAGs, with a particular role in developing the Town Plans, and the development of the delivery plan for Rhyl Regeneration, particularly in the Neighbourhoods and Places theme. Pages 3 – 5 of the Closure Report sets out the impact of these changes on the original brief for the People and Places Board. The role of the Board became principally to focus on the "Responding to Demographic Change" priority.

4.5 Given the context in which the Board was established changed so significantly, It has felt appropriate to review its role, not least with the imminent election of a new Council and likely amendment to corporate priorities.

4.6 The view of the People and Places Board is that it makes sense to formally stand the Board down at this point. Board members have wanted the outcomes from the programme to be documented, though, and to ensure projects are successfully completed.

4.7 The Project Review and Post Programme tasks section of the Closure Report (pp 8 – 13) sets out achievements and how key projects which are not yet complete will be taken forward.

4.8 Highlights include

- the opening of Extra Care schemes in Prestatyn and Ruthin
- the roll out of reablement across Denbighshire, with indicators showing that over 60% of older people receiving this service did not require a long term package of support subsequently
- the establishment of multi agency locality teams in both the north and south of the County
- the successful piloting of a corporate training programme for front-line staff across the Council designed to increase awareness of the impact of an ageing population and networks of help and support for staff and residents

- initial feasibility work for “Community Information Points” building capacity in Town and Community Councils to help older people locally through increasing networks of support
- “Living and Working in Denbighshire” research analysing the issues for young people locally and recommending practical actions
- the development of internship, volunteer, work placement and graduate trainee programmes, partly in response to the “Living and Working in Denbighshire” findings

Detailed arrangements are being put in place to ensure projects are completed and mainstreamed.

4.9 The People and Places Board reviewed the Lessons Learned through operating the board and the key evaluation points are set out in pp 15 – 17 of the Closure Report.

4.10 Some of these have been translated into the Recommendations in Section 3 above but there are a range of other pointers for how we manage the delivery of significant corporate priorities in future. These include

- the need to bottom out project management and resourcing requirements for delivery of corporate priorities, especially where these are cross cutting and do not match budget lines. Managers across the organisation have valued the opportunity to be involved in shaping priorities outside their normal work sphere, but unless there is capacity to back this up, it can create pressures which are hard to manage
- the value that elected members of the Board put on the opportunity for informal discussion and the opportunity to shape policy and direction as well as formal Programme Management disciplines

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

The Board was established to manage the delivery of two of the council’s corporate priorities..

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

6.1 There are no specific cost implications arising from the Closure Report. The report does, however, identify that there can be issues in resourcing cross cutting corporate priorities properly- especially in terms of project management and where priorities do not necessarily coincide with budget setting processes and service priorities.

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

7.1 Members of the People and Places Board, officers and members, considered and contributed directly to a draft version of the Closure Report. In addition, the Programme Manager invited contributions from Workstream Leads and Project Managers, and their comments have contributed to the final version of the report. CET also considered and commented on the draft Closure Report.

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

8.1 There are no obvious significant financial implications from the report although it does highlight the need to consider the resourcing of these cross cutting projects at an early stage.

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

9.1 Residual risks and mitigations are explicitly addressed in the Project Review section of the Closure Report. The most significant risk is that momentum will be lost from “Communities and Wellbeing” work. The proposal to re-establish a group linked to the Older People’s Champion is an explicit attempt to mitigate this risk. There are a number of possible ways this could be achieved and these are being explored currently.

9.2 In addition, providing cross- authority support to enhance the wellbeing of “people in need” is a new legislative provision within the forthcoming Social Services (Wales) Bill. This new duty should also ensure continuing focus on supporting communities and the whole range of local government services to promote wellbeing..

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

s2 Local Government Act 2000 provides a power to do anything which is likely to achieve the promotion of the social economic and environmental well being of the area.

Part 3 of the Council's Constitution provides that the Cabinet has delegated to it the function of securing the social, economic and environmental well being of the citizens of Denbighshire



# Programme Closure Report

## People and Places Programme Board

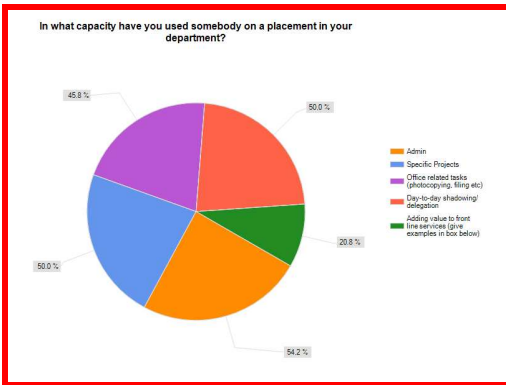


Programme Name: People and Places Programme  
Sponsor: Sally Ellis  
Programme Manager: Niha Ruddle  
Programme Closure: 9.3.12





*My life, my way exchanges*



*Placement project: Research*



*Dignity in Care Training*

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### The Programme

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### Programme Review

- Evaluation

### Lessons Learnt

- What went well
- What and how we can do things better in the future

# The Programme

## Programme Description

### Introduction

The People and Places Programme Board was established in October 2010 following a review designed to simplify the structures by which the council delivered its business. It was one of two Boards established at this time - the other being the Business Transformation Board.

The agreed purpose of the People and Places Board was to provide leadership and coordination of activity to:

“tackle the key strategic challenges to the wellbeing and economic circumstance of the County’s population and to build the relationship between the Council and the communities it serves. In particular to focus on those challenges which need cross-cutting action to resolve and to ensure delivery on relevant priorities

and targets set out in the corporate plan”

The following broad workstreams were agreed:

- realigning regeneration, anti-poverty and support programmes in Rhyl to ensure that future Council activity in the area is more corporately delivered and linked to mainstream service delivery
- developing the Town Plans so that they become the primary mechanism for delivering effective change in our communities in a way which reflects local needs and aspirations
- continuing to ensure delivery of the programme to achieve greater efficiency in services for older people including realignment of services corporately to meet the needs of Denbighshire’s growing older population

Subsequently, it was agreed that the Board should also develop a further workstream relating to

- ensuring there is a compelling “offer” for young people and young families in Denbighshire

“Sustainability” was agreed in principle as a 5<sup>th</sup> Workstream but not developed further due to lack of capacity.

The Board originally comprised relevant lead members, representatives of each of the 4 Scrutiny Committees and from SLT, chaired by the Lead Member for Health and Wellbeing. Membership was adjusted following the review of Scrutiny and formal establishment of Member Area Groups in 2011.

### Background

#### Programme Priorities

The People & Places Programme Board was established to specifically address two of the four corporate priorities as set out in the Corporate Plan (2009-12), namely;

- Priority 2 Responding to demographic change and;
- Priority 3 Regeneration; and

#### Improvement Objectives for 2011-2012

- Adapting service delivery to address demographic changes
- Reducing deprivation, and growing Denbighshire’s economy sustainably, by strategically targeting resources

The main premise was to focus resource, develop clear strategic direction and to co-ordinate the development and

delivery of projects and activities that achieve the desired vision for the People and Places Programme Board.

#### Programme Vision

#### Demographic Change Vision

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

#### Regeneration in Rhyl

- Recreate Rhyl as a place where people choose to live and stay
- Rediscover Rhyl as a place to visit

#### Context

The Programme structure and governance was developed in accordance with Programme Management Principles. The closure of the Programme is due to the changing future priorities that need to be addressed. The purpose of this document is to review the Programme and the achievements, ensure that all the projects have an exit strategy, identify residual risks or issues and learn lessons for future Programmes.

#### Programme Documentation

Following Programme Management principles a Programme Definition Document was developed to set out the governance structure, and an Outcomes Document was developed that documented the outcomes, performance measure, indicators and priority projects.

#### Regeneration In Rhyl

During 2010/11, and after the establishment of the People and Places Board was agreed, significant effort was devoted to clarifying the future of the Rhyl Regeneration Programme and key workstream within it. This culminated in the production of the Strategic Regeneration Framework and the Delivery Plan document, which identified key projects within workstreams. The People and Places Board were consultees for these, especially the Delivery Plan for the "Neighbourhoods and Places" workstream.

During the life of the Programme Board, however, dedicated governance arrangements were gradually established for the Rhyl Regeneration Programme. These reflected the multi-agency nature of leadership and funding.

The role of the People and Places Board in relation to Rhyl Regeneration was refined by Cabinet in July 2011 and was agreed as:

- ensuring effective communications between Rhyl Regeneration and demographic change agendas
- ensuring the broad membership of the Council has a forum for commenting on major investment proposals in Rhyl, especially where match funding is required from Council resources and
- providing a forum for commenting on proposals that have implications for communities outside of Rhyl

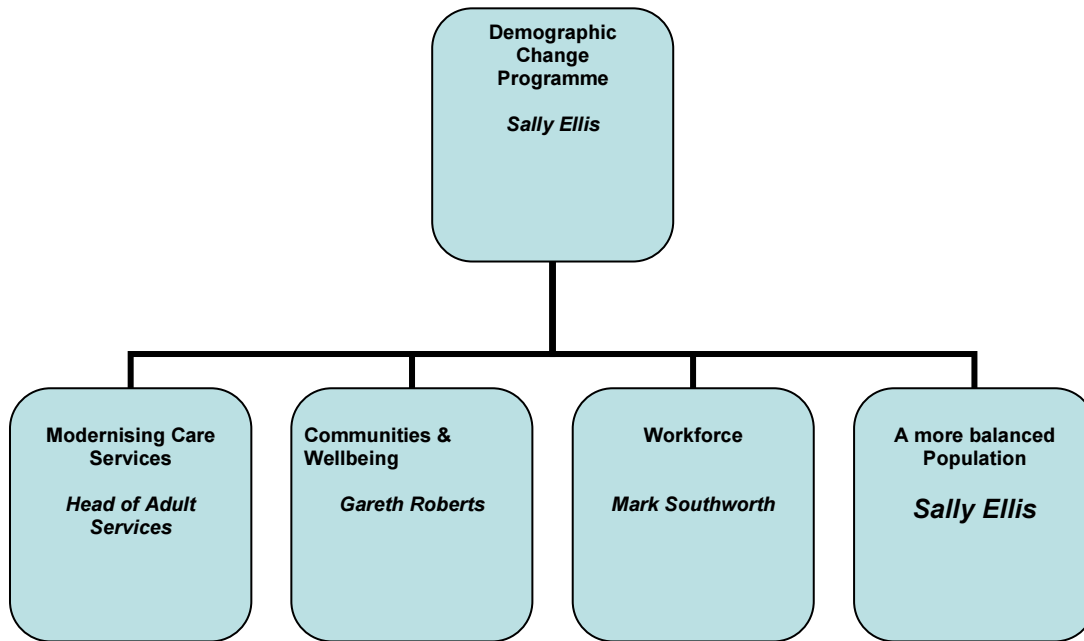
However, the dynamism of the Rhyl Regeneration programme and the web of governance arrangements relating both to the programme, and to individual high profile, high risk projects within it, made it challenging to fulfil the People and Places Board's agreed role.

#### Town Plans

Town Plans were developed on a rolling basis during 2011/12. Seen as part of the development of Regeneration Strategy and the Council's "closer to the community" programme, their development has seen intensive input from local groups,

Town and Community Councils, Communities Scrutiny Committee, senior officers and Member Area Groups. There has been no obvious "added value" role for the People and Places Board.

Due to this, the main focus of this report is the Demographic Change component.



# The Programme Outcomes- demographic change

## Workstream Objectives and activities

Workstreams were developed from initial meetings (Nov 2010) with the Board and four main outcomes were set to coordinate the project to meet the overarching vision for the Board. The activities identified and developed under each workstream are set out in the Project review table below.

### Modernising Services for Older People

OUTCOME 1:  
Services for older people will be responsive, timely, effective and facilitate more independent living

The main objectives for this workstream were that, with an ageing population, services need to be flexible and proactive to prevent deterioration, delay dependency and support recovery. Based on preferences expressed by older people themselves, this can be achieved for many people through alternative housing options and rehabilitation approaches. These delay or reduce the need for intervention and limit the demand on resources while providing greater choice and improved quality of life. This workstream was led by the Head of Service for Adult and Business Services, as it naturally aligned with the service delivery from the area.

### Communities and Wellbeing

OUTCOME 2:  
Older people live more independent and fulfilled lives within the community

The rationale for this workstream was that given future projections, all council services need to adjust to a changing demographic, helping make Denbighshire a good place to grow

old. Providing a wide range of opportunities to engage older people and support them to live healthy, safe and happy lives in their local communities is a key way of delivering this outcome.

### Workforce

#### OUTCOME 3:

An adequate supply of appropriately skilled and motivated individuals to provide for the needs of older people.

The main objectives for this workstream were for the Council to skill its employees generally to meet the needs of older people. It also has responsibilities as an employer of older workers and for its staff approaching retirement. In social care specifically, the Council, Independent Sector and 3rd Sector providers of services need the right staffing levels for the services they provide for older people. The individuals within those roles need the right knowledge, skills, qualifications, motivation and resources to undertake the job well. Where appropriate, staff need to fulfil their roles with a lifelong discipline e.g. health. Working across professional boundaries, supporting the integration of services and locality

working will be developed to get the greatest value for service users and provide an efficient service. The activities identified and developed in this workstream are set out in the Project review table below.

### Achieving a more balanced population

#### OUTCOME 4:

More young people/families are retained in Denbighshire or attracted to the area. Older workers are supported to remain economically active and meet community needs.

The main objectives for this workstream were that a more balanced population would encourage a higher rate of economic activity, greater wealth, the potential to protect culture and heritage and meet future community needs. At the same time, the current demographic trends towards ageing are irreversible and we need to identify the opportunities that they present as well as the challenges.

### Review of Outcomes

The Outcomes document was developed initially but more work was carried out to refine outcomes and measures part way through the Programme Board's life. This coincided with the Programme Definition Document being developed. Both of these documents provided the governance, structure and outcomes with measures to track the progress of projects within the Programme. For reporting to the board, a project status report and quarterly measures documents were also developed as tools for reporting.

#### Indicators and measures

The indicators and measures set out in the document have been updated to Q3 of 2011/12. Given the long term nature of demographic change, most indicators and reporting rely on annual reporting. In addition, the Programme has been able to use data from Residents Surveys in 2009 and 2011 to identify some trend information.

Priority projects, reflecting deliverable short/medium term projects, were agreed to provide focus to the Board's work to adjust services to meet the challenge of demographic change. The views of older people and young people themselves were sought to inform prioritisation.

This report concentrates on progress with these priority projects.

#### Priority Projects

# Project Review and Postprogramme tasks

Page 44

MODERNISING SERVICES FOR OLDER PEOPLE				
Priority project	Achievements	NextSteps	Residualrisks	Who? When?
<p><b>New Locality Teams Evaluation</b>-New integrated approaches to service delivery involving at least 1 external partner - health, 3<sup>rd</sup> sector, independent sector Leadership Teams</p>	<p>Locality Teams, and Locality Leadership Teams, established in North and South Denbighshire. Intermediate Care and Localities Board developed reporting to LSB. "Key deliverables" and outcome measures agreed. Closer working with 3<sup>rd</sup> sector. Development of self management programmes. Training and deployment of generic health and social care workers completed. Co-location at Hafan Lles and multi-disciplinary satellite office established at Cysgod y Gaer.</p>	<p>Pilot on a Single Point of Access with BCU. Extend co-location. Rollout ECS to South of County. Integrated service delivery – Llangollen. Carer support in localities. Report to Partnership Scrutiny March 2012.</p>	<p>Critical mass- some services  Complex governance and service landscape  Capital and estate issues for co-location £ and resources  Staff capacity/skills</p>	<p>Phil Gilroy forms part of the Business as usual/Modernising Social Services, with reporting via Intermediate Care and Localities Board</p>
<p><b>Extra Care Housing Scheme-Ruthin</b></p>	<p>Llys Awelon opened to 1st tenants on 31 October 2012. Official opening 1/3/12 All apartments allocated ahead of time. Ruthin ECH was completed in Oct 2011: The scheme is now fully allocated which is ahead of schedule. In addition an Intern has been appointed to undertake an evaluation of the scheme which is also ahead of schedule.</p>	<p>Safe pedestrian access to be completed publish evaluation</p>	<p>Health &amp; Safety of pedestrians.</p>	<p>Phil Gilroy/Tai Clwyd Business as usual</p>



<b>Extra Care Housing Scheme Denbigh</b>	Presented to the Board in September 2011. Soft market testing completed Plas Brondyffryn not suitable. Preferred option Middle Lane.	Consultation completed. Next steps to review feedback and move forward with sale of site with preferred bidder. Issues with charities commission to be resolved.	Consultation results, planning, legal and finance issues	Phil Gilroy/Peter McHugh Business as usual
<b>Day Care Service Review External review completed October 2011</b>	External review completed October 2011. Survey undertaken with existing users. Public meetings held to outline process	Stakeholder group will reconvene mid 2012. Researching sites of good practice for potential stakeholder visits	Negative publicity	Helena Thomas, forms part of Business as usual
<b>Roll out of Reablement</b>	Reablement Team established within Intake and covering County-wide. OT Lead established within Hospital Team.	Finalise Performance Framework. Evaluation of Phase 3 and independent sectors	Existing care management culture	Helena Thomas and Gwynfor Griffiths forms part of Business as usual

COMMUNITIES AND WELLBEING				
Priority project	Achievements	Next Steps	Residual risks	Who? When?
<b>Community Information Points (CIP)</b>	Project brief and Business case completed Pilot project approved to go forward	Carry out pilot induction for T&CC March Aug 2012 and evaluate, report back to Sally Ellis	Outlined in SJ's paper with mitigations	Sandra C Jones to continue with pilot (March-Aug 2012) and report to Getting Closer to the Community Board (or Intermediate Care and Localities Board) or

	4 T&CC Volunteers to take part in pilot Links established between all information points, referral process in First contact to include referrals from CIP	and Getting Closer to the Communities Board		Communities Scrutiny
<b>Gofal and telebuddies project</b>	Big Lottery funding bid was successful. Funding used to create a dedicated room for telephone support and provide voluntary opportunities for disabled persons.	on going monitoring and evaluation of service, Reablement opportunities are being created	None identified at present	Dave Worrall, British Red Cross, business as usual, partly funded by DCC
<b>My Life, My Way Exchanges</b> extension throughout the County	Launch in Llangollen in Summer for South of County , awarded £750 for equipment to develop project	Progress groups in North of County, to be self sustaining,	Poor take up and response in South of County	Sandra C Jones, continue as Business as Usual
<b>Transport- Review of the councils approach to transport for older people and co ordination of small projects</b>	Funding secured in principle which will fund the review of rural and community transport	Advertise, interview then appoint an officer to review rural and community transport	Funding has been secured from Cadwyn Clwyd in principle but this has not yet been confirmed in writing. Current workload capacity within the team has delayed the recruitment process	Peter Daniels, will form part of Business as usual

WORKFORCE				
Priority project	Achievements	Next Steps	Residual risks	Who? When?
<b>Frontline staff training</b> Working with older people- awareness training programme for front line Council staff- options	Pilot project planned and approved, carried out in Feb/March 2012. Very positive outcomes with participation from staff of assisted collections services, libraries, leisure services. customer services plus elected members	Board recommendation to continue running twice yearly. Evaluation report to SLT after pilot course delivered	Costs associated and benefits as well as poor attendance	Mark Southworth to report to SLT to see next steps
<b>Care Ambassadors</b> Marketing campaign for social services as a career		Recruitment campaign being planned for Denbighshire Care Ambassadors	last campaign attracted no applicants from DCC	Clare Hughes Business as usual
<b>Extend the Train the Trainer</b> – Older Volunteers trained to deliver Dignity in Care training	Use of Dignity in Care trainers in increasing number of settings – including Front Line staff training	New volunteers to be identified to support the existing volunteers 2nd Train the Trainer Course to be provided by Coleg Llandrillo for new recruits	Over use of existing volunteers	Sandra Jones/ Joanna Driver Business as usual
<b>Delivery of Social Care Workforce Development Plan</b>	National training targets exceeded for staff in regulated settings	12/13 Plans being written based on wholesector TNA's. 11/12 plans being evaluated by May 12	None	Mark Southworth Business as usual



ACHIEVING A MORE BALANCED POPULATION				
Priority project	Achievements to date	Next Steps	Residual risks	Who? When?
<b>'Placements' project</b> - an overview project to review the corporate approach to Internships, work experience and placements, apprenticeships and volunteering	Questionnaire carried out, and report presented to Board in Sept, 1.5 Graduate posts appointed to take project concept forward.	Arrange and co-ordinate the take up of the positions: On 2/4/12 and 13/3/12 Make links with DVSC and with Matt Hilliker (Leisure Services) to ensure coherent development of volunteering strategy across council	Short term contract	Linda Atkin on going for the duration of the posts Business as Usual. Embed with potential new Council priorities for Community & Economic Development
<b>Internships Programme</b> - Project placements offered to graduates and undergraduates for 12 week periods	Handbook for managers developed. 4 placements over Summer 2011, 1 graduate gained the 2 year Graduate post in the authority.	Sustain and develop the Programme through the 1.5 post appointed to project above.	Lack of resources to deliver the programme and a missed opportunity for the authority (linked to above)	Linda Atkin, Business as usual. Embed with potential new Council priorities for Community & Economic Development
<b>Living and Working in Denbighshire'</b> Feasibility project looking at barriers to young people's choices for living and working in Denbighshire, what the restrictions are and how the authority can tackle/alleviate some of the barriers-linked to Llwyddo'n Lleol.	Questionnaire and focus groups carried out with young people (14-19), in Sept results presented to Board in Sept . Graduate has appointed to the Graduate traineeship post. Follow up questionnaire with (19-30) group completed	Questionnaire results be reported and take forward by Sally Ellis and disseminated to relevant officer	Work has been carried out and the information is not used to inform the policies and decision making in the future.	Sally Ellis/ Linda Atkin to ensure that the information is used to inform future decisions. Embed with potential new Council priorities for Community & Economic Development
<b>Llwyddo'n Lleol project</b> (succeeding locally)- ESF Funded project in partnership with Anglesey, Gwynedd Conwy and Denbighshire for 11-19 year olds, to foster a	Launched project in Oct 2011, sector specific event (for hospitality and tourism), Young enterprise project at	Project Officer in post for to take collaborative project forward and continue with action plan.	Time limited project	Jenni Edwards Business as usual project that will be monitored by European Social Fund (ESF) for the duration of

culture of enterprise amongst young people through raising aspirations and participation in learning.	Denbigh High, Project at Ysgol Tir Morfa Initiated.			the project
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In addition to the Priority Projects above, policy development activities were promoted to ensure services considered their alignment with demographic change.

These included

Findings and responses to Residents Survey

LAPA delivery – promoting physical activity opportunities for older people

Customer Services Review – opportunities for channel migration and review of potential impact on older people

Review of DCC 'spare-time' offer

Clarification of snow clearing policy – what neighbours can/can't do!

## Programme Review Evaluation and Lessons Learnt

**This section has been completed following the closure meeting and an open discussion of the key lessons from the programme and along with interviews with the Workstream leads. It was agreed that this report should go to CET and Cabinet so that the key learning points from this programme can be disseminated.**

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Purpose of Programme - What happened?	Action for future - what are the key lessons?
<p>The initial cross cutting themes and focus for the Board were very broad and made it difficult to distil down and develop the key projects to deliver the vision.</p> <p>Though the purpose of the People and Places Board was to streamline structures, others grew up during the Board's life and the aggregate impact of these was to duplicate some functions and re-introduce complexity</p>	<p>Be more simple and specific and identify clear, measurable outcomes as quickly as possible. Agree these jointly across elected members and officers</p> <p>Beware of "structure creep". Review corporate structures regularly to make sure they remain fit for purpose.</p>
<p>The principles of Programme Management were applied to the Board, and the discipline provided a structure and foundation to the delivery of projects. However, Board members sometimes found the expectations of programme management frustrating. New tools were developed for reporting and if the Programme had been further developed, would have been clear and concise. These worked well and had positive feedback from the Board.</p> <p>Board members valued the opportunity to explore and develop ideas in an informal setting and felt opportunities to do this were</p>	<p>Ensure Board members are aware of the purpose, process and principles of Programme Management.</p> <p>Simplify the presentation of progress</p> <p>Ensure Board members have opportunities to think creatively and to shape and develop new areas of policy and practice as well as managing the programme. Recognise and value the</p>



<p>are</p>	<p>fact that M AG s are playing some part in developing this role too</p>
<p>Some of the workstream s that developed were crosscutting and did not align directly to a Head of Service to deliver. The lack of focus and weight of a senior manager responsible for delivering, and a budget holder to allocate resources, led to capacity gaps, however, and a 'make do' approach was taken. This led to some creative approaches (eg use of interns) but also to some unsatisfactory approaches to project management and this limited the impact of what the Programme could achieve.</p>	<p>Ensure that before a Programme is initiated that Workstream leads and Project Managers have enough time and capacity to carry out the role, otherwise the risk of failure is far greater.</p>
<p>Board Membership - What happened?</p>	<p>Action for future - what are the key lessons?</p>
<p>There were 12 councillors, (Lead Members, Older People's Champion and M AG reps), and 2 SLT members on the board. Attendance was inconsistent.</p>	<p>This is an issue not just for Programme Boards - it is affecting Scrutiny too. Consider focusing on councillors' interest or experience/expertise in a particular subject rather than political or geographical balance. Attendance requirements in the Constitution will help with formal Council meetings. The principle could be developed further?</p>
<p>Outcomes and benefits - What happened?</p>	<p>Action for future - what are the key lessons?</p>
<p>The Outcomes document developed was very comprehensive, but was too detailed. While progress against priority projects and service outcomes could be tracked reasonably well, (though still not completely), measuring population level outcomes was more difficult. The nature of demographic change is such that it could take a long time to see any improvement or change to indicators, far longer than the life of the Programme.</p>	<p>Provide focused simple, realistically achievable time bound outcomes that also are linked to the external forces on the Programme (eg changing political scene every 4 years), but also ensure that the Board understand that they may change if the nature of the project changes.</p> <p>The Residents' Survey can produce useful population level outcomes information</p>

Resources-What happened?	Action for future-what are the key lessons?
<p>There were key resource gaps eg in capacity for effective workstream leadership (see above) and in resources to develop key projects (eg transport in rural areas).</p>	<p>Realism about resource requirements and clarity about what resources can be accessed and how, particularly for cross cutting projects which do not fit within a service budget, nor are a priority for any one service</p>
Outstanding / Other issues-What happened?	Action for future-what are the key lessons?
<p>The meetings were described as 'enjoyable' and engaging. There is a broad base of interest and commitment in how individuals, communities and staff respond to a growing population of older people.</p>	<p>There are crosscutting initiatives that need to continue to develop - especially those relating to the "Communities and Wellbeing" workstream. Based on initial options, suitable governance mechanisms need to be agreed to enable this to happen properly so that the focus is not lost.</p>

### PROJECT CLOSURE REPORT APPROVALS

I certify that all the information in this report is accurate at the time of production

\_\_\_\_\_  
Nina Rudd

\_\_\_\_\_  
Project Role

\_\_\_\_\_  
Post and Service Area in DCC

\_\_\_\_\_  
Date

I accept the report and will ensure the dissemination of key lessons across the organisation

\_\_\_\_\_  
Sally Ellis

\_\_\_\_\_  
Project Role

\_\_\_\_\_  
Post and Service Area in DCC

\_\_\_\_\_  
Date



## CABINET: FORWARD WORK PROGRAMME

### FUTURE ISSUES

<b>MAY 2012</b>	
Corporate Plan Q4 performance report	Ewan McWilliams / Tony Ward
Items from Scrutiny Committees	Scrutiny Coordinator
ABBA Floating Support Project – Contract Award	Gary Major / Lead Member
Regional Collaborative Committees	Lead Member / Sally Ellis / Jenny Elliot
<b>JUNE 2012</b>	
Regional CCTV	Lead Member / Graham Boase
Regional Collaboration on Economic Regeneration Purpose: Approval for the governance arrangements for priority collaborative activities <b>Mark Dixon advises that this report</b>	Lead Member / Mark Dixon
Items from Scrutiny Committees	Scrutiny Coordinator
Mental Health Homeless Supported Housing – Contract Award	Gary Major / Lead Member
<b>JULY 2012</b>	
Regional Collaboration on Economic Development	Lead Member / Mark Dixon
Items from Scrutiny Committees	Scrutiny Coordinator
<b>DECEMBER 2012</b>	
Welsh Housing Quality Standards	Lead Member / Peter McHugh
Items from Scrutiny Committees	Scrutiny Coordinator

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