

To: Members of the Cabinet

Date: 22 June 2016

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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, 28 JUNE 2016** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams
Head of Legal, HR and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

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 7 - 16)

To receive the minutes of the Cabinet meeting held on 24 May 2016 (copy enclosed).

5 LEAD MEMBER SCHEME OF DELEGATION (Pages 17 - 24)

To consider a report by Councillor Barbara Smith, Lead Member for Modernisation and Housing (copy enclosed) seeking Cabinet's agreement to changes to the way in which delegated decisions are taken and the nature of the delegation to Lead Members.

6 CONTRACT PROCEDURE RULES - PROPOSED CHANGE TO OFFICER AUTHORISATION THRESHOLDS (Pages 25 - 32)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) seeking Cabinet's endorsement to the proposal to change officer authorisation thresholds within the Council Contract Procedures Rules.

7 CORPORATE PLAN PERFORMANCE REPORT QUARTER 4 - 2015/16 (Pages 33 - 82)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) presenting an update on the delivery of the Corporate Plan 2012 – 17 as at the end of quarter 4 of 2015/16.

8 FINAL REVENUE OUTTURN 2015/16 (Pages 83 - 96)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) detailing the Council's revenue position and seeking Cabinet approval of the proposed treatment of balances.

9 FINANCE REPORT (Pages 97 - 112)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) detailing the latest financial position and progress against the agreed budget strategy.

10 CABINET FORWARD WORK PROGRAMME (Pages 113 - 116)

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

PART 2 - CONFIDENTIAL ITEMS

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 paragraph 14 of Part 4 of Schedule 12A of the Act would be disclosed.

11 REACTIVE MAINTENANCE FRAMEWORK (MINOR WORKS) (Pages 117 - 128)

To consider a confidential report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) seeking Cabinet approval to appoint contractors to the Reactive Maintenance Framework.

MEMBERSHIP

Councillors

Hugh Evans
Julian Thompson-Hill
Eryl Williams
Bobby Feeley

Hugh Irving
Huw Jones
Barbara Smith
David Smith

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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a *member/co-opted member of
*(*please delete as appropriate)*

Denbighshire County Council

CONFIRM that I have declared a ***personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-
*(*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

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CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 24 May 2016 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for the Economy; Bobby Feeley, Lead Member for Social Care, Adult and Children's Services; Hugh Irving, Lead Member for Customers and Libraries; Huw Jones, Lead Member for Community Development; Barbara Smith, Lead Member for Modernisation and Housing; David Smith, Lead Member for Public Realm and Performance and Eryl Williams, Deputy Leader and Lead Member for Education

Observers: Councillors Ray Bartley, Joan Butterfield, Meirick Davies, Martyn Holland, Barry Mellor, Arwel Roberts and Huw Williams

ALSO PRESENT

Chief Executive (MM); Corporate Directors: Economy and Public Realm (RM) and Communities (NS); Heads of Service: Legal, HR and Democratic Services (GW) and Head of Community Support Services (PG); Principal Manager – Business Support (TW); Project Officer – In house Provider Services Consultation (HE); Project Manager Waste Management (JE); Chief Finance Officer (RW), and Committee Administrator (KEJ)

1 APOLOGIES

Councillor Julian Thompson-Hill – Lead Member for Finance, Corporate Plan and Performance

2 DECLARATION OF INTERESTS

No declarations of interest had been raised.

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 26 April 2016 were submitted.

Accuracy – Page 9: Item 6 Members Involvement in Appeals – Councillor Barbara Smith asked it to be recorded that she had advised Cabinet that the Local Joint Consultative Committee had been inquorate when the matter had been discussed and that members of it had agreed for their views to be passed on to Cabinet.

RESOLVED that, subject to a point of accuracy, the minutes of the meeting held on 26 April 2016 be approved as a correct record and signed by the Leader.

5 IN-HOUSE CARE SERVICES REVIEW AND CONSULTATION

The Leader advised that, due to the time consuming and comprehensive process involved in the review, it would be useful for some context to be provided. Consequently he invited those involved in the process to address Cabinet.

Councillor Meirick Davies, a member and former Chair of the Task & Finish Group established to assist with the review, elaborated upon the membership of the Group, its purpose and scope and the timescales involved which had culminated in their recommendations to Performance Scrutiny Committee. The Group's brief had been to examine value for money options for delivering high quality social care services in the county. Councillor Davies detailed the role of the Group in overseeing the planning process for the consultation exercise and exploration of the potential options over the last two years, demonstrating the comprehensive nature and robustness of the process. He also took the opportunity to pay tribute to the work of the late Councillor Richard Davies and his contribution to the process.

Councillor Barry Mellor, Chair of Performance Scrutiny Committee reported upon the committee's robust scrutiny of the findings, conclusions and proposals of the Task & Finish Group during their meeting on 12 April 2016. He had been disappointed that, despite being such a high profile issue, there had been a poor public response rate to the consultation process. Overall, Performance Scrutiny Committee had been satisfied with the Task and Finish Group's findings and recommendations. In formulating the committee's recommendation to Cabinet additional caveats had been included in relation to the inclusion of comparative cost, quality of care and Welsh language provision analysis between the current provider and any potential service. Councillor Mellor confirmed that he was comfortable with the recommendations put forward for Cabinet's consideration.

Councillor Bobby Feeley thanked both members and officers for their input into the process to date and for the hard work involved. She highlighted the case for change taking into account the requirements of the Social Services and Wellbeing (Wales) Act and the need to modernise services in response to changing demographics and needs of the public within difficult financial circumstances. The report summarised the information gathered from the public consultation and the views of the Performance Scrutiny Committee in considering the report of the Task & Finish Group established to analyse that information and recommend a way forward. Information and evidence considered as part of the review had been included in appendices to the report.

At this point the Head of Community Support Services and Principal Manager – Business Support delivered a power point presentation on the evidence from the public consultation which focused on the following key areas –

- explained how the legal principles around consultation had been met and the nature of the consultation
- detailed the case for change taking into account demand for types of social care and needs of local residents and delivering better outcomes, enabling independence for longer and taking into account costs of service provision

- detailed the options for each of the four care establishments together with the rationale behind each option
- summarised the public consultation together with an overview of the responses received, the main concerns raised and the Council's response thereto which had been detailed within the appendices to the main report.

Cabinet discussed the report with the Lead Member and officers and sought assurances regarding a number of issues and raised further questions as follows –

- if Cabinet approved the recommendations assurances were given that services would continue as usual in the interim period, including admissions to care homes providing the needs of those individuals could be met
- officers elaborated further on the case for change advising that demand for current standard residential and day care services was reducing but there was a greater demand for more specialist mental health services and nursing homes together with other services which promoted independence
- a letter had been received from the Older People's Commissioner about the future of care services and a detailed response to the issues raised had been provided – the Council had not stated there was no longer a need for standard residential care but that a small number of people chose that provision and demand was decreasing. However there was an increase in demand for specialised residential and nursing care which the Council did not provide. The recommended options would serve to increase the range of services provided
- it was recognised that there was opposition to the proposals and that uncertainty surrounding the future of the care homes would be a cause of stress and concern. Cabinet sought assurances that no individual would be disadvantaged as a result of the process and that their needs would continue to be met. Given the potential impact on service users, their families, staff and the wider community the importance of ensuring that everyone was kept well informed during the whole process was highlighted as a key priority. Officers reiterated that services would continue as normal during the interim period and Cabinet had previously agreed that nobody would be required to move if they did not wish to do so and their needs could still be met there. Officers agreed that communication was a key issue and that everyone would be kept informed of developments as they progressed
- tribute was paid to Unison for supporting staff throughout the process and officers advised that Unison's alternative proposal had been carefully considered but it did not address the decreasing demand for residential care and the need to develop more enabling alternatives to existing services. Since February the number of permanent residents in Council care homes had further decreased overall [there was an increase of one resident in Cysgod y Gaer].

The options for each of the four care establishments had been detailed within the report and were considered individually with debate focusing on the following –

Hafan Deg (Rhyl)

Cabinet stressed the importance of the community centre to the wider community, particularly residents of War Memorial Court and sought assurances in that regard. Cabinet was advised that the centre's importance had been acknowledged during

the consultation process and the intention was to increase usage of the facilities with services being available to the wider community, including tenants of War Memorial Court, which would be included in any future Service Level Agreement.

Councillor Joan Butterfield highlighted the valuable services provided by Hafan Deg and she felt that the options were not sufficiently comprehensive. She believed that the residential and day care elements should be costed separately and it was imperative day care services continued. She felt that rehabilitation and day care services needed to work in partnership and should be further explored together with options to keep the service in-house. She questioned whether there was sufficient interest from external providers to proceed and, if that option was pursued, whether assurances could be given that the service would not be withdrawn in the future. Officers agreed that day care services were important but did not necessarily have to be provided by the Council. The Council had a legal responsibility to ensure individual needs were met should a service fail. The recommendations included a comparative cost analysis which would enable a fully informed decision to be made on a cost basis. Any buildings transferred under the proposals would likely be on a long term lease with conditions attached and the provision of services would be subject to a contract to safeguard against withdrawing service provision. In the event that a partner could not be found the review process would recommence.

Dolwen (Denbigh)

Cabinet recognised the importance of the day care centre and sought assurances that the provision would be enhanced and not withdrawn. Officers confirmed that options were being explored for both residential and day care elements to ensure day care could support people with mental health needs. Staff were not currently registered to provide specialist mental health needs care or nursing care and there was a recognised need in this area to address.

Councillor Ray Bartley highlighted that Dolwen had been providing high quality care for fifty years and he paid tribute to the staff for the care provided. In highlighting Dolwen as a much needed care facility he supported the proposal for additional elderly mental health care provision. Councillor Arwel Roberts believed that finance was a driver for the proposed changes and he highlighted the importance of providing care through the medium of Welsh across all care facilities and sought further assurances in that regard. Officers confirmed that Welsh language provision was fundamental to providing care services whether in home or residential settings and an analysis of Welsh language provision had been included within the recommended options. In terms of finance officers advised that the main driver for change was sustainability of services for both current and future generations by providing a greater range of services and meeting needs in more diverse ways.

Awelon (Ruthin)

The report recommended that three options be explored in more detail.

Councillor David Smith raised the following issues –

- in terms of Option 3 assurances were sought that the existing school sites (Ysgol Pen Barras/Rhos Street) would be considered for this proposal alongside other potential location sites
- advised that false rumours continued to circulate including the mistaken belief that admissions to Awelon had been stopped and there was a need for a clear message that options were being explored but that services continued as usual in the interim
- indicated that Canolfan Awelon was extremely well used and sought assurances that if the centre was removed/reconfigured as part of future plans, that an equivalent or improved facility was provided in its place.

The following responses were provided –

- officers advised that information regarding the operation of Awelon had been reinforced during the consultation process and confirmed that they would continue to send out a clear message in that regard
- a meeting had taken place with Canolfan Awelon representatives as part of the consultation process and the valuable service it provided for both older people and the wider community was acknowledged – the Management Committee would be kept fully informed of any future developments. Assurances were provided that the organisation providing extra care would deliver equivalent, if not better services than the existing provision
- Councillor Eryl Williams advised that the potential for the existing dual school site, once vacated, to be utilised for health care provision had been raised previously. Officers added that Health Board colleagues had been made aware of the request by members for more enhanced health services in the Ruthin area. They were also aware of how the recommended options had been developed and the drive for more integrated services in the future.

Cysgod y Gaer (Corwen)

Councillor Huw Jones was pleased to note the proposal to progress the recommendation for Cysgod y Gaer which was the only care home to serve the needs in Corwen and the surrounding area. He was disappointed to note the low consultation response and would be emphasising, within the community, the importance of people expressing their views and preferences. Councillor Jones also took the opportunity to reiterate the importance of Welsh language provision across the county. In response to questions raised officers responded as follows –

- the number of residents had increased from 16 to 17 since February
- there were no current plans to transfer staff but in that event assurances were given that the unions would be involved within that process. Partnership arrangements would enhance the current service and result in staff from partner organisations working from the site
- acknowledged the importance of the Welsh language across the county which was a crucial element within the proposals.

During general debate questions were raised regarding the role of the NHS in the overall process and the need for greater collaboration when considering social care projects. Officers confirmed that the Council was working closely with Betsi

Cadwaladr University Health Board both on a strategic and operational level in order to improve outcomes. The requirements of the Social Services and Wellbeing Act was highlighted including the establishment of various regional boards in order to consider different types of provision, integrating services and outcome needs.

Prior to moving the recommendations Councillor Bobby Feeley reiterated the case for change and the need to transform services in order to create sustainable services to meet local needs and achieve the best possible outcomes. It was noted that work on the various options would likely be concluded at different stages.

RESOLVED that Cabinet approve the following –

- (a) *Hafan Deg (Rhyl) – the council explores a potential partnership with an external organisation with a view to transferring the building to them, commissioning a day care service within the building and, in addition, enabling 3rd sector agencies to provide early intervention activities for older people that reduce social isolation, support independence and promote resilience. The work in relation to this option should include comparative cost, quality of care and Welsh language provision analysis between the current provider and any potential future service*
- (b) *Dolwen (Denbigh) – the council explores a potential partnership with an external organisation with a view to transferring the building and the whole service to them, whilst ensuring that Dolwen is registered to provide EMH day and residential care. The work in relation to this option should include comparative cost, quality of care and Welsh language provision analysis between the current provider and any potential future service*
- (c) *Awelon (Ruthin) – that the Council explores in detail the three options put forward in relation to this establishment and that the work in relation to these options include comparative costs, quality of care and Welsh language provision analysis between the current service and each of the three options.*

The options are –

- *Option 1 (Cabinet's preferred option): The council will enter into a partnership with the owner of Llys Awelon to develop additional Extra Care apartments on the site, replacing the existing residential and community provision. However, it should be noted that Cabinet has agreed that no resident will be required to leave if they don't want to and their needs can still be met in the residential provision*
- *Option 2: To work in partnership with a registered social landlord, health services and the 3rd sector to develop a range of services, transferring half of the building to develop additional extra care flats, possibly as an extension to Llys Awelon, while using the remainder as a small residential unit which could be used to meet the need for respite care and to ensure that no existing resident would need to move unless they chose to*

- *Option 3: (Suggestion from some members) The council should engage with BCUHB to investigate the feasibility of developing additional nursing care capacity in Ruthin which would then enhance the offer for older people in the Ruthin area*
- (d) *Cysgod y Gaer (Corwen) – The council explores entering into a partnership with relevant stakeholders (including BCU and the 3rd sector) to develop the site into a ‘support hub’ offering both residential and extra care type facilities as well as an outreach domiciliary care and support service to the tenants of local Sheltered Housing Schemes and the wider population of Corwen and the surrounding area, and*
- (e) *that upon completion of the above, an analysis of each of the options in relation to each establishment is presented to Performance Scrutiny Committee for examination prior to a decision by Cabinet, with each being presented as it is developed.*

At this juncture (11.50 a.m.) the meeting adjourned for a refreshment break.

In the absence of the Leader, the Deputy Leader Councillor Eryl Williams took the Chair for the remainder of the proceedings.

6 FINANCE REPORT

In the absence of Councillor Julian Thompson-Hill, the Chief Finance Officer presented the report detailing the latest financial position and progress against the agreed budget strategy. A summary of the report elements was provided –

- the council’s revenue budget for 2016/17 with no variances to report at this stage in the financial year – the impact of the 2015/16 year end position was being finalised for inclusion in the Final Outturn report to Cabinet in June
- 91% of savings had been achieved in full in 2015/16 with the remaining 9% projected to be achieved in 2016/17 – an initial assessment of the 2016/17 savings would be provided in next month’s regular Cabinet Finance report
- background on the Welsh Government revenue grant funding position and an update on the revenue grants due to be received in 2016/17
- highlighted a number of pressures within the overall budget requiring management action by specific services
- services permitted to carry forward significant underspends to fund specific projects in the new financial year would be detailed in next month’s Final Outturn report, and
- a general update on the Housing Revenue Account, Housing Capital Plan and the Capital Plan (including the Corporate Plan element).

The following matters were raised during debate –

- the final local government settlement had resulted in a cut to the Revenue Support Grant of 1.3% but concerns were expressed that, taking into account cuts to direct grants, the ‘real’ settlement was closer to 1.8%. Cabinet noted the work of local government finance officers and the WLGA in reviewing this

funding element and costs of administering grants and raising awareness of the issue. The Chief Executive advised that the Leader had requested an early meeting with the new Finance and Local Government Secretary and would include this issue for discussion as an area of concern

- in response to a question from Councillor Meirick Davies, the Chief Finance Officer explained that the carry forward of service underspends had been approved by Cabinet in principle – with regard to the remedial works at Wigfair, Cefn Meiriadog this scheme had been approved and it was agreed that the Chief Finance Officer provide a written response to Councillor Davies thereon
- Councillor Huw Jones reported upon suggested changes to the administration of funding for leisure initiatives such as dragon sports believing that local authorities would be disadvantaged as a result
- in response to a question from Councillor Eryl Williams regarding ‘topslicing’ of the Revenue Support Grant, the Chief Finance Officer advised that a breakdown of specific grants affected could not be provided as there was no evidence trail
- a number of specific pressures were highlighted relating to School Transport; North and Mid Wales Trunk Agency Contract; Community Services inflationary pressures and the growing number of Schools moving to deficit balances. In respect of School Transport officers provided an update on the need to review the policy following a series of challenges and for it to be funded appropriately. The shortage of nursing care was also flagged up as a significant challenge and pressure which needed to be addressed.

RESOLVED that Cabinet notes the budgets set for 2016/17 and progress against the agreed budget strategy.

7 CABINET FORWARD WORK PROGRAMME

The Cabinet Forward Work Programme was presented for consideration and members noted the following –

- a report on the former North Wales Hospital, Denbigh (Compulsory Purchase Order) would be added to the work programme once a clearer indication of timescales was known
- a report on Faith Based Secondary Provision would added to the work programme for July

RESOLVED that Cabinet’s Forward Work Programme be noted.

EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following items of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

8 AWARD OF CONTRACT FOR DISPOSAL OF RESIDUAL WASTE AND COMPOSTING OF GREEN WASTE

Councillor David Smith presented the confidential report seeking Cabinet approval to award a single contract for residual waste disposal and a single contract for composting of green waste to the most economically advantageous tenderer as detailed within the report in accordance with Contract Procedure Rules.

An interim contract was required to take the Council towards the point at which the regionally procured facility became available (currently estimated in 2019). Details of the bids received together with the scoring mechanism had been provided for each of the contracts following which officers had recommended the award of the contracts to specific tenderers as detailed within the report. The Lead Member and officers responded to questions from members regarding the treatment facilities and disposal options. Councillor Eryl Williams suggested a press release highlighting that residual waste would not be disposed of to landfill in future.

RESOLVED that Cabinet approve the award of a single contract for residual waste disposal and a single contract for composting of green waste to the named tenderers as detailed within the report.

The meeting concluded at 12.40 p.m.

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Report To: Cabinet

Date of Meeting: 28th June 2016

Lead Member / Officer: Councillor Barbara Smith

Report Author: Head of HR, Legal and Democratic Services

Title: Lead Member Scheme of Delegation

1. What is the report about?

1.1 The report is about the arrangements by which delegated decisions are made by Lead Members and Officers and the transparency of those arrangements for the benefit of the wider membership.

2. What is the reason for making this report?

2.1 To seek Cabinet's agreement to changes to the way in which delegated decisions are taken and the nature of the delegation to Lead Members

3. What are the Recommendations?

3.1 That Cabinet agree the Lead Member Scheme of Delegation attached as Appendix 1 to this report and the arrangements by which delegated decisions are made as set out in Appendix 2

4. Report details.

4.1 There have been instances over recent months where Members have questioned delegated decisions after the decision has been taken.

4.2 In these instances the complaint from Members has been that they did not know about the decision until after it had been taken, they had not been consulted, or, that they had not realised when the decision was being made and had not been able to deal with queries from residents about a particular decision.
In all of these cases Members had been informed and/or consulted about the issues.

4.3 In order to address some of these concerns, the minutes of task and finish groups that involve Members have been put in a library section of modern.gov so that Members who are not on these groups can see what has been discussed.

4.4 At a recent meeting of Cabinet, Members approved the scheme of delegation for officers. There was some comment by non-Cabinet Members that there was an issue regarding Members' awareness of when decisions had actually been taken. They accepted that there were instances of consultation regarding

decisions but suggested that they were not subsequently made aware of the date of the actual decision or the detail of any changes made to the original proposal upon which they had commented.

- 4.5 At that meeting the Chief Executive suggested that the scheme be circulated to all Members of the Council in order that they could comment on the appropriateness of any delegations. This was done but no comments have been received.
- 4.6 Officers undertook to look at processes for delegated decisions in order to make them more transparent.
- 4.7 There are two main categories of delegated decision.

4.7.1 Lead Member Delegated Decision

- 4.7.1.1 We currently have a process for the making of Lead Member delegated decisions which involves a report being circulated for consultation among certain officers. A report may only be put to a Lead Member for decision if the Monitoring Officer, s151 Officer and relevant Corporate Director sign it off.
- 4.7.1.2 Once the report has been signed off, the Lead Member may take the decision, and a record of decision is produced. Both the report and record of decision are published on modern.gov. The decision is then potentially subject to Call In to scrutiny for five working days from the date of publication.
- 4.7.1.3 Members will not currently have seen the report until after the decision has been made, although, often, the subject has been aired at Scrutiny MAGs or Council briefing etc.
- 4.7.1.4 The only opportunity a Member then has to influence the decision is through the Call In process which requires five Members to sign a form, and consideration by a scrutiny committee. This will often be disproportionate to the query or representation that the individual Member wishes to make.
- 4.7.1.5 In order to improve the transparency of the decision making process it is proposed that Lead Member Delegated Decision reports, once signed off by the relevant officers, be “published” to Members on modern.gov in advance of the decision being taken. Democratic Services will send Members notification that the report is available on modern.gov with a link and the date after which the decision will be taken. Members who wish to seek clarification or make representations may do so to either the Lead Member or Head of Service in advance of the decision being made.
- 4.7.1.6 This will be important as a more generic delegation to Lead Members is being proposed as a result of the review of the constitution. There

will be the opportunity for Lead Members to make more delegated decisions.

- 4.7.1.7 It is proposed that "key decisions" will be reserved to Cabinet. These decisions will be those that involve strategic corporate decisions or involve substantial impacts on communities or the budget. It will be presumed that Lead Members will be able to decide all non-key decisions that are brought to them within the limits of their portfolio. The decision, once made, will then be published to the public together with the accompanying report. There is a need to consider the length of the pre decision publication period. A period of five working days may be appropriate.

4.7.2 Officer Delegated Decisions

- 4.7.2.1 Many decisions are delegated to officers, usually Heads of Service, and range from very mundane day to day operational issues to more important strategic decisions such as the letting of major contracts or cessation of certain activities. The scheme of delegation makes it clear that Heads of Service are able to make the majority of decisions relating to day to day operational matters within their areas of responsibility without recourse to Members.

- 4.7.2.2 The scheme does however contain the following important caveat:

“if a decision is likely to have a significant impact on the Councils’ profile, is likely to attract unfavourable comment in the news media, or may have substantial financial implications there will be a presumption in favour of referring it to members.”

- 4.7.2.3 A referral to Members may involve referring it to Cabinet or a Lead Member for decision. It may involve consulting Members through MAGs or Scrutiny before any decision is made by the particular officer.

- 4.7.2.4 Clearly, if a matter is referred to a Cabinet meeting or for a formal Lead Member delegated decision, the current processes involve the publication of a report and decision, giving Members who may wish to challenge the decision an opportunity to do so, and a firm decision date from which to calculate the call in period.

- 4.7.2.5 One way of doing this would be to replicate the proposed Lead Member delegated decision process in respect of those decisions which have been referred to Members for their views either through MAG or Scrutiny as described above. This would mean that there would be a short report setting out the rationale for the decision and then the decision would be published on a given date from which the call in period would run. The normal call in rules would apply. There is some bureaucracy involved in this but the great majority of decisions will not engage this process.

4.7.2.6 This will be a matter for Heads of Service to discuss with their Lead Members as to whether to refer a matter to Cabinet or to use this process for decisions which merit referral to Members.

4.7.2.7 The Constitution Working Group have expressed a wish to see this sort of arrangement in place.

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

5.1 A more transparent system with greater delegations to Lead Members will contribute to the modernisation of the Council

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

6.1 There should be no direct costs attributed to this decision

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

7.1 An assessment has not been conducted.

8. What consultations have been carried out with Scrutiny and others?

8.1 There has been consultation with SLT and the Constitution Working Group

9. Chief Finance Officer Statement

9.1 The proposals seem sensible and widen opportunities to comment on decisions before implementation.

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

10.1 There is a risk that in the early operation of this system there will be a lack of clarity as to whether a decision is required by a Lead Member or an officer. Guidance notes will be produced to assist.

11. Power to make the Decision

11.1 The Local Government Act 2000 gives the power to delegate executive functions to Members and Officers

APPENDIX 1 LEAD MEMBER SCHEME OF DELEGATION

Delegations to Cabinet Members

Key decisions will be determined by the Cabinet collectively; **non-key** decisions which relate to a particular Cabinet member portfolio will be determined by the individual Cabinet member.

A key decision is defined as:-

- The Council incurring expenditure or making savings that are significant in its budget for the service or function relating to the decision and/ or
- Having a significant effect on communities living or working in a particular area and/or
- Matters of corporate policy or high level strategic issues relating to Executive Functions.

The Cabinet Member portfolios can be found in appendix 2(a) to section 13 above. These will include decisions relating to matters which would otherwise be delegated to an Officer but which have been referred by that Officer to the Cabinet member concerned.

The Cabinet Member to whom a function is allocated may decline to make a decision in connection with the discharge of that function on any particular matter, and may instead refer the matter to the full Cabinet, for example where the matter is considered to be politically contentious or is likely to have a significant impact on services or is in the public interest to do so.

Before making a Delegated Decision the Cabinet member shall have regard to the principles of decision making set out in Section 13.2 of this Constitution.

All Executive Decisions must be in writing and the Member shall complete the prescribed form and send a copy to the [Democratic Services] to enable them to make the decision available for inspection by Council Members and the Public, subject to any lawful exemption from public disclosure.

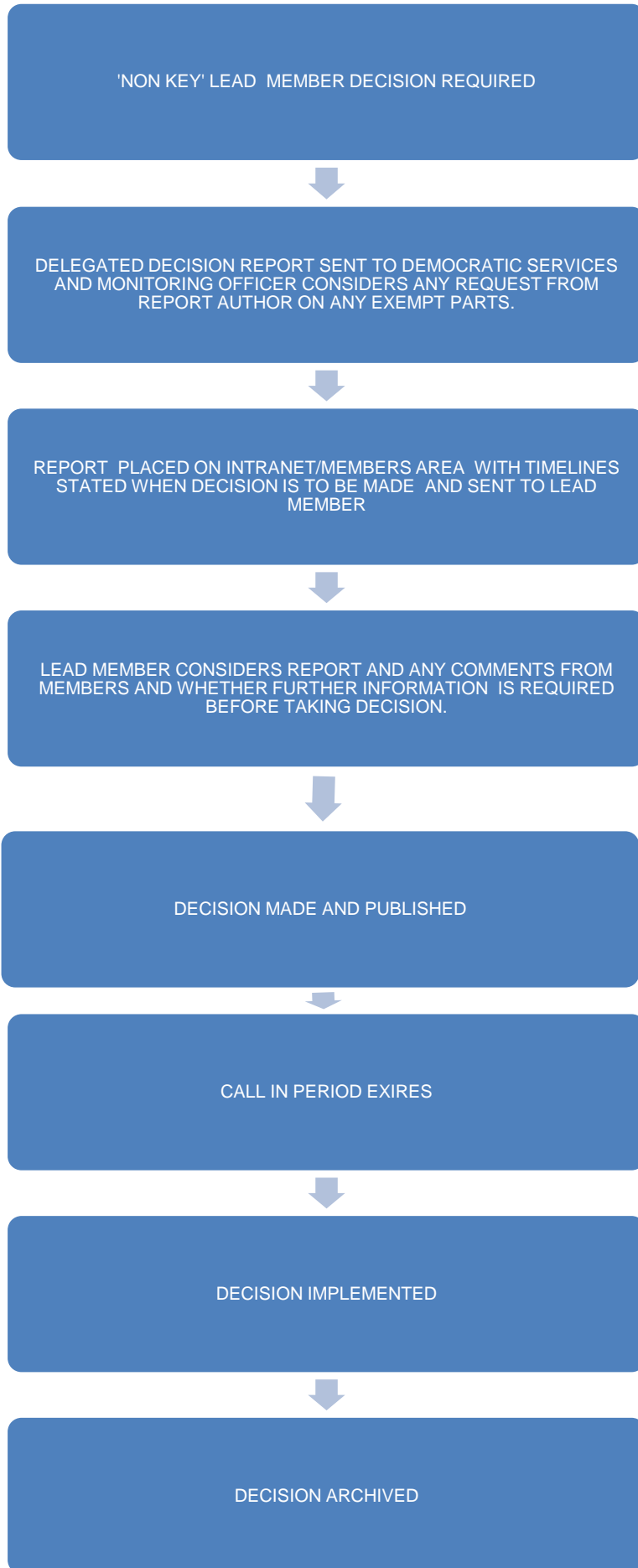
Member Delegated Decisions are subject to the Councils Call In procedures in accordance with Section [] of the Constitution.

Member Delegated Decisions cannot be implemented until the Call In period has expired, (5 working days), unless the decision meets the urgency conditions as set out in Section [] of the Call In Rules.

Individual Cabinet members may consult with the Cabinet or other Cabinet members or the Chairman of the relevant Committee; or ward members on the exercise of any delegated powers or determine not to exercise a delegated power in any particular case.

Where an individual Cabinet member has a personal and prejudicial interest as defined in the Members Code of Conduct in relation to any delegated decision, the Member shall not take the decision but will ask the relevant Officer to refer the matter to the Cabinet for determination.

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Report To: **Cabinet**

Date of Meeting: **28th June 2016**

Lead Member / Officer: **Cllr Julian Thompson Hill**
Jamie Groves – Head of Facilities, Assets & Housing

Report Author: **Tom Booty – Programme Manager**

Title: **Contract Procedure Rules - proposed change to officer authorisation thresholds**

1. What is the report about?

This report proposes a change to the Council's Contract Procedure Rules (CPR's) with regard to the financial threshold of the authorisation processes where the Section 151 Officer and the Monitoring Officer's signatures are required in addition to the relevant Head of Service. The change is being proposed for practical and efficiency reasons following further analysis of contract volumes and input from Heads of Service. It does not propose any changes to the financial thresholds at which Members become involved in the authorisation process.

2. What is the reason for making this report?

A decision is required on whether Cabinet support the proposed change to officer authorisation thresholds within the Council's Contract Procedure Rules (CPR's), prior to the amendment being considered by full Council on 5th July 2016 as part of the wider item on the revised constitution.

3. What are the Recommendations?

That Cabinet endorse the proposed amendment to the CPR's.

4. Report details

Denbighshire Council approved new CPR's at their meeting of 23rd February 2016, and they came into force on 1st April 2016. Since that date, a number of training sessions have been undertaken to ensure staff are aware of the changes and the new operational procedures. To the end of May 2016, 9 training courses have been run, attended by 107 officers, with more courses scheduled over the summer.

At these training events, several officers – including Heads of Service – have questioned the appropriateness of requiring Section 151 Officer and Monitoring Officer authorisation for contracts over £25,000 in value. They considered this threshold far too low, and the volume of authorisations that would require these additional signatures would be impractical and lead to potentially significant delays in delivery.

Responding to these concerns, the Corporate Procurement Team undertook some analysis of the likely volume of contracts at this level, which indicated that the volume of contracts over £25,000 was likely to exceed 1,200, and on this basis agreed that at

this volume it would create significant issues and delays if all these required the additional signatures from Section 151 and Monitoring Officer. Note that this analysis was possible to undertake quickly and easily following our adoption of the electronic procurement system which holds all the data centrally. This type of analysis was not possible at the time the CPR's were being developed and consulted on.

Under the CPR's authorisations are required at the following key decision points:

- CPR 2.7 : Deciding the procurement strategy
- CPR 2.11: Approving exceptions to the CPR's
- CPR 5.5 : Awarding the contract
- CPR 6.8 : Approving substantial variations to the contract

In order that the procurement authorisation process is efficient and does not cause any unnecessary delays, the following amendment to the CPR's is proposed:

EXISTING AUTHROISATION THRESHOLDS

For contracts less than £25,000:

- The manager of the team where the procurement activity is taking place, providing they have authority to spend to the estimated contract value. If they do not have authority to spend, then:
- By the Head of Service where the procurement activity is taking place.

For contracts greater than £25,000:

- £25,001 to £1,000,000 – Head of Service, Section 151 Officer and Monitoring Officer
- £1,000,001 to £2,000,000 – delegated decision by relevant Cabinet Member
- £2,000,001 and over – Cabinet decision

PROPOSED AUTHORISATION THRESHOLDS

For contracts less than £250,000:

- The manager of the team where the procurement activity is taking place, providing they have authority to spend to the estimated contract value. If they do not have authority to spend, then:
- By the Head of Service where the procurement activity is taking place.

For contracts greater than £250,000:

- £250,001 to £1,000,000 – Head of Service, Section 151 Officer and Monitoring Officer
- £1,000,001 to £2,000,000 – delegated decision by relevant Cabinet Member
- £2,000,001 and over – Cabinet decision

Note that this proposed amendment does not change the threshold level at which Members become involved, and is being proposed for operational efficiency reasons.

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

The CPR's relate to priorities within the Economic & Community Ambition Strategy and in relation to this will address the two specific pieces of work within the Corporate Plan of:

- How the council works with suppliers; and
- Community Benefits

A decision to support the proposed change to officer authorisation levels will improve efficiency and therefore assist in delivering these priorities.

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

There is no cost associated with the proposed amendment to the CPR's.

The proposal has come about as a result of comments and input from services and will improve operational efficiency.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report

The Equality Impact Assessment on the CPR's is attached to this report. Overall, it is considered the CPR's will have a neutral impact.

8. What consultations have been carried out with Scrutiny and others?

Development of the CPR's themselves were subject to wide-ranging internal and external consultation detailed in the report to Council of 23rd February 2016. With regard to consultation on the proposed amendment to officer authorisation thresholds, this has been discussed in detail with the Council's legal and finance teams, along with key Heads of Service who are likely to have operational engagement with a high volume of contracts.

Note that if the proposal is supported, we will undertake to ensure that the change is effectively communicated throughout the organisation.

9. Chief Finance Officer Statement

The new arrangements should enhance the council's procurement processes and help ensure compliance with internal and external regulations.

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

There is a risk that raising the officer authorisation threshold will lead to non-compliance. However, the majority of Heads of Service already have authorisation to approve spend up to £250,000 (in some cases more), and thus it would be consistent to give them authority to make decisions about spend to that level also. In circumstances where a Head of Service has any concerns about a proposal, they would always have the option of referring the proposal to the Section 151 and Monitoring Officer for their comment and authorisation, regardless of the threshold level. On this basis the risk is considered minimal and manageable.

11. Power to make the Decision

Section 111, Local Government Act 1972

**Revised DCC Procurement Strategy &
Contract Procedure Rules
20 January 2016**

Equality Impact Assessment

Revised DCC Procurement Strategy & Contract Procedure Rules

Contact: Tom Booty; Finance, Assets and Housing

Updated: 20.01.16

1. What type of proposal / decision is being assessed?

Revision to DCC's procurement strategy and Contract Procedure Rules (CPRs)

2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?

The development of a new procurement strategy which will bring our procurement practices in line with recent changes to procurement law and policy guidance from Welsh Government. At the same time we will be revising our Contract Procedure Rules (CPR's), and following consultation we expect both the strategy and revised CPR's to be in place by April 2016.

The main change to both staff and community is that from April 2016 the majority of our procurement processes will be conducted electronically.

3. Does this proposal / decision require an equality impact assessment? If no, please explain why.

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

<Please Select> Yes

4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken

(Please refer to section 1 in the toolkit for guidance)

Both the principles of the Strategy/CPRs and the documents themselves have been assessed for any impact on the protective characteristics based on the eight equality and diversity impacts listed in the toolkit. The Strategy and CPRs seek to ensure that there is an equal opportunity for all

suppliers who meet stated criteria to participate in bidding processes. The implementation of the Strategy will require the use of externally developed electronic systems (e.g. Proactis Plaza, Sell2Wales) so it is important that the impact of these systems on equalities is also considered.

In addition, a consultation process has been carried out whereby the draft Strategy and CPR documents were circulated both internally (to Members, CET, SLT, Internal Audit, Corporate Procurement and Middle Managers) and externally to the North Wales business community. No issues were raised in connection with equality and diversity impacts by the consultees.

5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

(Please refer to section 1 in the toolkit for a description of the protected characteristics)

No

6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

It is not anticipated that there will be any disproportionate negative impact on any of the protected characteristics. We anticipate that the effect on the protected characteristics will be neutral although there may be a small negative impact, on people with visual disabilities or businesses that do not have internet access, due to the increased use of electronic procurement. There is the potential to discriminate indirectly in the way that individual officers may apply the tendering process.

7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.

<Please Select>	Yes. Provision has been made that in exceptional circumstances hard copy (rather than electronic) tenders can be submitted. It should be noted however, that the adoption of electronic procurement is not optional as it is a legal requirement that it must be used by 2018. Each individual procurement process will have different equality and diversity impacts so each procurement exercise will need to carry out its own EqIA. This requirement will be included in the CPRs
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8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

<Please Select>	No
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Action(s)	Owner	By when?
<Please describe>	<Enter Name>	<DD.MM.YY>
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9. Declaration

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

Review Date:	20/01/16
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Name of Lead Officer for Equality Impact Assessment	Date
Tom Booty	20.01.16

Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.

Report To: Cabinet

Date of Meeting: 28th June 2016

Lead Member / Officer: Cllr. Julian Thompson-Hill - Lead Member for Finance, Corporate Plan and Performance
Alan Smith - Head of Business Improvement & Modernisation

Report Author: Vicki Robarts – Strategic Planning Team Manager

Title: Corporate Plan Performance Report
Quarter 4 – 2015/16

1. What is the report about?

- 1.1 This report presents an update on the delivery of the Corporate Plan 2012-17 as at the end of quarter 4 of 2015/16.
- 1.2 Appendix 1 provides the Executive Summary including achievements and key exceptions.
- 1.3 Appendix 2 contains the full quarterly report generated from the Verto Performance Management System, focussing on the exceptions only.

2. What is the reason for making this report?

- 2.1 To provide information regarding the council's progress as at the end of quarter 4, 2015-16 in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.
- 2.3 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

3. What are the Recommendations?

- 3.1 It is recommended that Cabinet uses this report to identify specific service areas (or areas of work) that would benefit from detailed scrutiny to improve outcomes for citizens and the Council's overall performance, and facilitate delivery of the Corporate Plan.

4. Report details

- 4.1 The Executive Summary (Appendix 1) contains details of achievements as well as key exceptions.

- 4.2 Quarter 4, 2015-16 Performance Report (Appendix 2) looks at the Corporate Plan 2012-17 and provides an evidence-based assessment of the current position.
- 4.3 Exceptions have been highlighted as follows:
- 'Red' for measures or indicators which are identified as a 'Priority for Improvement', or
 - 'Grey' where clarification with the data is required.
- 5. How does the decision contribute to the Corporate Priorities?**
- 5.1 This report is about our progress in delivering the Corporate Plan. Any decisions made should contribute to the successful delivery of our Corporate Priorities.
- 6. What will it cost and how will it affect other services?**
- 6.1 The Corporate Plan 2012-17 sets out how much additional money the council aims to invest in each corporate priority over the five years. It is anticipated the Corporate Plan will be delivered using this additional investment and within existing budgets.
- 7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report**
- 7.1 An EqIA was undertaken on the Corporate Plan and presented to Council on 9th October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities.
- 8. What consultations have been carried out with Scrutiny and others?**
- 8.1 The information necessary to produce this report comes from services, and the draft exceptions have been discussed and circulated to enable Senior Leadership Team (SLT) to take any corrective action they deemed necessary in order to produce this report for Performance Scrutiny and Cabinet.
- 9. Chief Finance Officer Statement**
- 9.1 A Chief Finance Officer statement is not required for this report.
- 10. What risks are there and is there anything we can do to reduce them?**
- 10.1. We have a strong performance management framework, a robust Service Performance Challenge process and a strong Performance Scrutiny Committee.
- 10.2 There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the council being unable to deliver its Corporate Plan.
- 11. Power to make the Decision**

- 11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.
- 11.2 Articles 6.1 and 6.3.4(b) outlines scrutiny's role with respect to performance monitoring and management.

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Appendix 1 – Summary Corporate Performance Report

QUARTER 4, 2015-16

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 4, 2015-16

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INTRODUCTION & SUMMARY

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position. Below is a summary of the key issues identified.

OUTCOME & PERFORMANCE SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 4 (March 31st, 2016). The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

DEVELOPING THE LOCAL ECONOMY

Outcome 1	Infrastructure for growth	ACCEPTABLE
Outcome 2	Supported and connected businesses	ACCEPTABLE
Outcome 3	Opportunities for growth	ACCEPTABLE
Outcome 4	High quality skilled workforce	GOOD
Outcome 5	Vibrant towns and communities	ACCEPTABLE
Outcome 6	Well-promoted Denbighshire	EXCELLENT

Overall performance for this priority is positive with over 55% (17) of performance measures showing as excellent or good. In addition, 90% (20) of activities have been completed or are on target for completion.

The majority of the annual headline indicators for this priority such as, the numbers of new enterprises, those that have been in existence for 1 and 3 years, as well as turnover for Denbighshire based businesses, all show excellent performance. In addition, the results from the business survey show that 83% of businesses were satisfied with the quality of the advice and support provided.

In response to feedback from our 2015 Business Survey, we launched a new business support events programme 'March for Business', a month which provided free workshops, networking events and advice sessions for local businesses. 274 businesses took part – watch the highlight video [here](#).

We also held 3 'Social Media for Beginners' courses as part of our work to support businesses in Denbighshire to [explore technology](#) and exploit digital infrastructure. This was in response to demand identified in our annual Business Survey, which shows technology as a key issue for local business. Further courses will run throughout the year given their popularity.

However, there are a few areas of performance that should be monitored:

- The percentage of available land on Priority Strategic Employment Sites ready to be developed for quarter 4 was 3.7%.

- The percentage of available land on Priority Strategic Employment Sites developed for quarter 4 was 0%.

Whilst key areas of activity are on track, it should be noted that the Council play an enabling role and therefore have limited control over the actual outturn performance for indicators in this area. In addition, the indicators for the Strategic Employment Site project have been reviewed as there were significant issues with the previous figures. This was primarily due to there not being a definition of what constituted a Priority [Strategic Employment Site](#) , and strategic sites frequently changing, depending on progress and opportunity. For these reasons the project has now been baselined against the 2014 Employment Land Study, which provides a clear baseline of employment land supply, and is regularly reviewed by Planning as part of the Local Development Plan (LDP) review process. The most recent figures provided are correct.

[Local procurement spend as a % of total procurement spend](#) has been seen a significant decrease. At the end of quarter 4 performance was 23.5%. This is partly attributable to the increase in construction spend in 2015/16 associated with the school building programme, particularly the new Rhyl High School. The spend in these cases are attributable to the main contractor and therefore not counted as local, although efforts have been made in all cases to ensure there are sub-contracting opportunities for local businesses and suppliers. In the case of Rhyl High school, 71% of spend was actually captured within North Wales.

Denbighshire's monthly average for [The percentage of children aged 16 - 18 Not in Education, Employment or Training \(NEET\)](#), for 2015 was 7%.(165 of the total cohort of 2,500), which is ahead of the target for Wales (9% by 2017). The 165 comprises of 60 who are known to be wanting employment and training and working with Careers Wales; 45 who are not fit, ready or able to access Careers Wales support or enter employment or training, and 60 who have become 'unknown' to Careers Wales since they have left school.

The number of NEET young people on the census day (October 31st) was 38, which we are clearly not happy to have had but we are mindful that it is an improvement on the previous spike of 53 in 2013. Further measures have been put in place in 2016 to reduce this headline figure. Whilst annual variations occur with the differences in the Year 11 cohort, the overall trend (3 year moving averages), over the time period since 2007, shows a steady reduction in the percentage of leavers being NEET on 'census' day.

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

Outcome 7 Students achieve their potential

ACCEPTABLE

Nearly 80% (21) of the activities supporting delivery of this priority are 'complete' or 'on track'. In fact a special milestone has been reached with the opening of the brand new high school in Rhyl. The £25 million school has been built on Rhyl High's school playing fields and will accommodate 1,200 pupils as well as providing a base for 45 pupils from the nearby community special school, Ysgol Tir Morfa. The project was funded by Denbighshire County Council and the Welsh Government through its 21st Century Schools and Education programme. As well as the usual academic facilities, the school also boasts a café bar, construction yard and hairdressing salon.

Reporting on the annual education performance indicators was covered in the Quarter 3 report.

IMPROVING OUR ROADS

Outcome 8 Improving our roads

ACCEPTABLE

Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire, including resurfacing works and strengthening and repair works (e.g. Elwy and Foryd Road bridges). As a result of work undertaken throughout the year and in the preceding years of the corporate plan, excellent performance has been achieved in the national indicator which measures the percentage of roads (classifications A, B and C) which are in overall poor condition. This has reduced from 11.2% (2011/12) to 8.4% (2015/16).

However, the [percentage of damaged roads and pavements made safe within target time](#) has slipped to 78.2% for quarter 4. This was due to a focus on winter maintenance duties and dealing with flooding issues during the winter months. To improve monitoring of work completion times, a daily report will now be issued each day at 3pm by the Symology Team highlighting any outstanding work.

VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Outcome 9 Independent vulnerable people

GOOD

Outcome 10 Vulnerable people are protected

GOOD

Our vision is that nobody in Denbighshire will need standard residential care in future, but that vision requires the development of more extra care housing as an alternative for people who have 24-hr care needs and do not require significant nursing or specialist mental health input. Plans for the development of additional extra care housing schemes are progressing well.

As part of our Corporate Plan 2012-17, we published an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2012 to 615 by 2017. Clearly we have made significant progress towards this

ambition (reducing the figure by 137 over the past 4 years). This demonstrates our success in supporting people to remain as independent as possible for as long as possible.

There is however, one indicator which despite showing improved performance is considered to be a Priority for Improvement (red); [the percentage of the population who cannot live independently \(aged 18 or over\)](#). As at 31st March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31st March 2016 to 0.63% (473 people).

The actions required to support adult protection and Deprivation of Liberty Safeguards have been implemented through the introduction of the Single Point of Access which better manage referrals and with the appointment of a dedicated Safeguarding Team Manager. However, due to some concerns previously raised by CSSIW regarding the Protection of Vulnerable Adults (POVA) process, we are being cautious and evaluating Outcome 10 as `good` overall instead of `excellent`, despite the excellent performance in relation to all the indicators and measures. It is important to note that the concerns raised by CSSIW were based on their annual assessment for 2014/15, and various changes to our processes to respond to those concerns have now been implemented.

CLEAN & TIDY STREETS

[Outcome 11](#) Clean and tidy streets

GOOD

We aim to provide an attractive environment for residents and visitors alike, primarily through keeping our streets clean and tidy and tackling identified eyesore sites across the county. Overall our performance is good with residents reporting satisfaction with the levels of cleanliness of the streets within their local area and within their nearest town centre.

However, in Denbighshire the LEAMS survey used to calculate the [Keep Wales Tidy - cleanliness indicator](#) was carried out over 2 days in July 2015, resulting in an overall cleanliness grade of 66.7 for 2015/16. Each LEAMS survey covers a 6% sample of streets, selected at random from a full list of adopted highways provided by each local authority. All Wales local authority scores ranged from 62.1 to 75.8 at best. The Streetscene Team particularly in the North has gone through a period of leadership change and restructuring during the last nine months which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill important roles.

ENSURING ACCESS TO GOOD QUALITY HOUSING

[Outcome 12](#) Access to good quality housing

GOOD

In providing access to good quality housing the Authority have completed or are on track to complete 80% (24) of the activities planned to support delivery of this priority. In addition, it has achieved excellent performance in a range of measures including:

- The additional supply of affordable housing, including social housing which increased by 13 homes in this quarter making a total of 55, provided across the county for the year 2015/16.
- 95% of householder planning applications were determined within 8 weeks during 2015/16.
- The average number of days taken to deliver a Disabled Facilities Grant adaptation averaged 133 days for 2015/16.

Denbighshire was awarded an additional £846,000 of Social Housing Grant in this quarter from Welsh Government to be spent on affordable housing. This additional grant demonstrates the faith they have in our affordable housing delivery plan and will help accelerate the delivery of additional affordable houses next year (2016/17).

We have also extended the number of Registered Social Landlords who can operate in Denbighshire. Cartrefi Conwy, with the support of the Council's Strategic Housing Team, have been authorised by Welsh Government to be able to access funding opportunities within the county and their approach should assist us in increasing the number of affordable housing provided within Denbighshire.

The upper Denbigh Energy Conservation Project has improved the energy efficiency of 105 houses, 59 of which are council houses. All houses have had external wall insulation, bringing all properties above an "E" on the EPC rating. 9 houses have also had old inefficient gas boilers replaced with new, highly efficient, condensing combination boilers. This will also help to reduce annual fuel bills by over £250 per year for all households in the project. The Project has also provided building skills training opportunities to 19 unemployed individuals from the local area.

However, there are two measures where performance should be monitored:

- Number of additional affordable housing units granted planning permission as a percentage of all housing units granted planning permission
- Number of calendar days taken to let empty properties (council stock only)

The number of additional affordable housing units granted planning permission as a percentage of all housing units granted planning permission ([QLI-PLA006](#)) was 6% for quarter 4. The provision of affordable housing units on site is governed by a number of factors. Foremost of these is the adopted Local Development Plan Policy which is always the starting point when assessing planning applications. The relevant adopted policies in the Plan mean that only residential development schemes of 10 or more units could result in a new affordable dwelling being provided on site due to the agreed 10% provision. Many residential development schemes are for 9 or less dwellings. The size of residential schemes and the types of applications received are beyond our control making it very difficult to influence performance for this indicator.

We are working towards significantly improving the standard of properties we let. However, this has impacted on the [number of calendar days taken to let empty properties \(council stock only\)](#) - general needs and housing for older people. Performance for quarter 4 was an average of 58 calendar days. In the medium term we are aiming to increase standards whilst also increasing our resources to manage the additional work, alongside developing efficient processes to improve the turnaround time.

MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

Outcome 13 Services will continue to improve

ACCEPTABLE

Outcome 14 Flexible and efficient workforce

ACCEPTABLE

A range of activities are being undertaken to modernise the Council and in so doing, improve efficiency and services for customers. A prime example is the outlook migration project which is now complete. This was one of the major ICT transformation projects within the modernisation programme; ensuring all staff are fully equipped with up to date e-mail and mobile phone technology. We successfully migrated over 2,000 Lotus Notes mail boxes to outlook and installed nearly 600 new smartphones across the authority. The migration ran to time and budget and took 6 months in total to complete (June - December 2015).

A further example is the Electronic Document and Record Management System (EDRMS) project which is on track to complete in March 2017. We now have in excess of 600 users on the system having recently completed Flying Start and Foundation Teams implementation for Education. The timesheet element of work at Kinmel Depot has also been completed, reducing paper stored and speeding up access to documents for Catering, Cleaning, Refuse and Street Scene Teams.

The Council takes its responsibilities toward its staff very seriously, recognising them as a key asset and essential to delivering good quality services. The percentage of staff receiving a performance appraisal has increased to 95% as at the end of quarter 4 (year end 2015/16). This now meets the threshold at an 'acceptable' level. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

However, there are areas in which the Council recognises performance can be improved, such as timeliness of complaints handling and sickness absence levels.

In quarter 4, 88% of all [external stage 1 complaints](#) received by the council were responded to within corporate timescales. Performance against this indicator is automatically reported to and monitored by Scrutiny each quarter.

Corporate [sickness absence](#) levels continue to be a priority for improvement at 8.59 days as at the end of quarter 4. Our targets for the reduction in sickness absence are challenging. It should also be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales. For 2014/15 we were positioned 3rd in Wales, the best in Wales being 6.66 days and worst being 11.94 days. Comparative data for 2015/16 will be available later in the year. New activities are included the Legal, HR and Democratic service plan 2016-17 to address sickness absence and promote staff well-being across the authority.

We remain unable to provide information for [carbon emissions](#) at present. All Welsh authorities have been effected, some more than others, by the inability of British Gas to provide accurate electricity bills. The Data Unit Wales is aware of the issues with British Gas. Corrected bills are now coming through and we should be able to report last year's consumption next month. Welsh authorities have changed suppliers with effect from April 1st. However, in terms of spend there has been a considerable

reduction across all types of energy from £2,904,556 in 2014/15 to £2,518,000 for 2015/16.

Appendix 2 – Corporate Performance Report

QUARTER 4, 2015-16

This document provides an update on performance against the council's corporate priorities at the end of quarter 4, 2015-16

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KEY

Each outcome contains a number of indicators, performance measures, and improvement activities. This content is used to determine how good the current position of the council is, which is based on contextual data to enable a more robust understanding of our performance.

THE COLOURS

Colour	Action Status	Measure Status
Green	On Target	Excellent
Yellow	Experiencing Obstacles	Good
Orange	At Risk	Acceptable
Red	Compromised	Priority for Improvement
Blue	Completed	N/A
Grey	No data	No data or is a count only

THE EVALUATION

- The default methodology for performance evaluation is where the upper quartile reflects the transition to Excellent, and the Wales median reflects the transition to a Priority for Improvement.
- This is true for most except our education attainment indicators, where the 'best in Wales' reflects the transition to Excellent and the Wales median reflects the transition to a Priority for Improvement.
- The default position for activity reporting is documented in the project management methodology, summarised above (Action Status).

APPENDIX 2 -QUARTER 4 PERFORMANCE REPORT

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position on an exceptions basis i.e. those measures that are Red: Priority for Improvement, or where there is an issue with the data that needs to be raised. Those measures that are currently showing an acceptable, good or excellent status are not examined in any great detail within this report, but are available to view through the Verto Performance Management System.

Please Note: This report has been generated from the Verto Performance Management System

PRIORITY - DEVELOPING THE LOCAL ECONOMY

ECONOMY HEADLINE INDICATORS

Description	This cluster of indicators are economy-based aspects of the external environment in which we'd expect to see an improvement if our Outcomes were progressing well. The six Outcomes within the Economic & Community Ambition priority will have a discrete set of indicators according to their theme (e.g. infrastructure), but collectively should enable progress against this cluster of indicators by laying the foundations for economic growth.
Outcome Summary	The overall status for these indicators is Orange: Acceptable. The status of these annual indicators has not changed since the Q3 2015-16 report, as validated annual data for 2015-16 will not be available until late 2016-17.

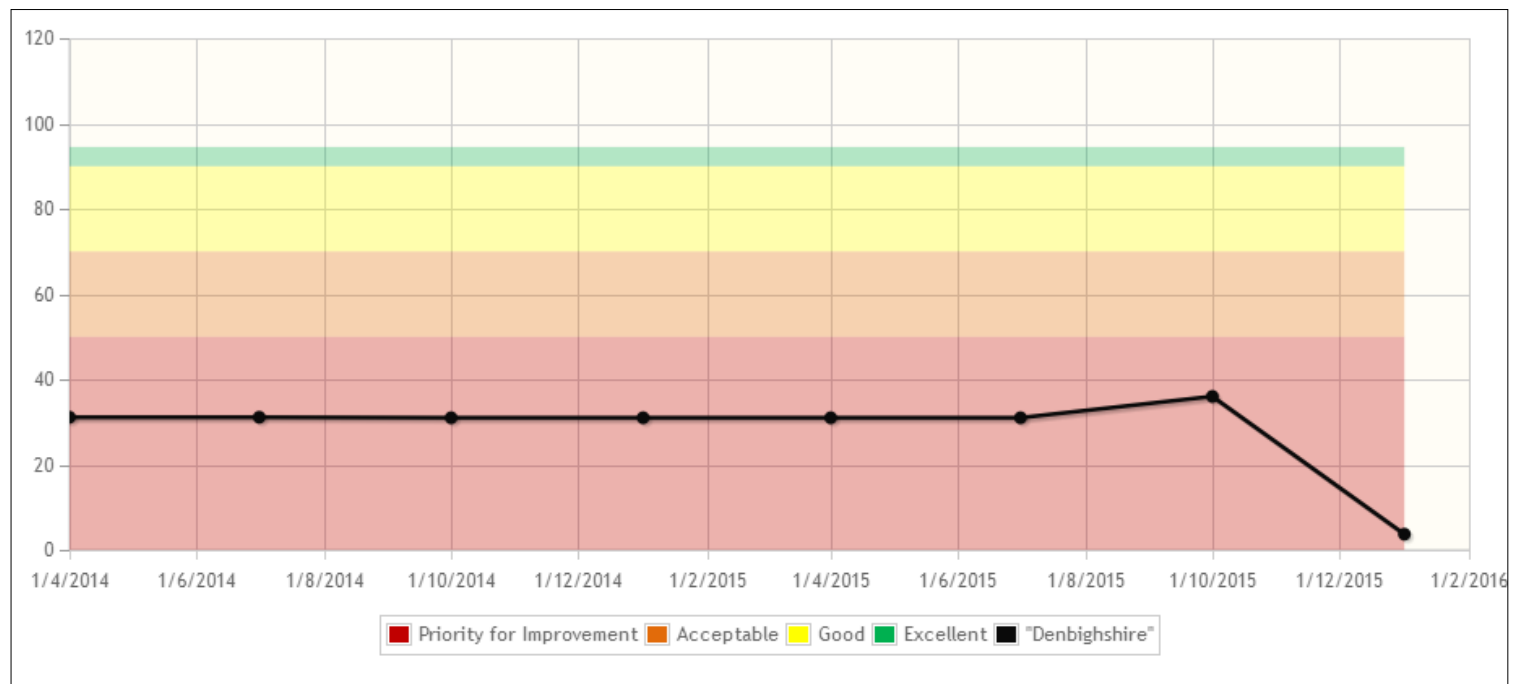
Indicators	
QECAHeadline1	% Job Seekers Allowance claimant count
ECAHeadline2	Median Household Income
ECAheadline3	The count of births of new enterprises
ECAheadline4	1 year survival rate of new enterprises (%)
ECAheadline5	3 year survival rate of new enterprises (%)
ECAheadline6	Turnover of Denbighshire based businesses (£m)

OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for these indicators is Orange: Acceptable.</p> <p>Three indicators have a Red, Priority for Improvement Status. Please see below for details.</p> <p>The OFCOM indicators have not been updated by OFCOM for some time. Their usefulness will be reviewed in the next quarter, but it should be noted that BT attended Performance Scrutiny to discuss the progress of the national</p>

	<p>Superfast Broadband rollout.</p> <p>ECA1.2i and ECA1.3i have been reviewed – see below.</p>
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Indicators	
BusSurv1.9	The percentage of businesses selling or sourcing goods or services online
OFCOMsuperfast - Annual	Denbighshire's OFCOM five-point ranking for superfast broadband availability
OFCOMtakeup Annual	Denbighshire's OFCOM five-point ranking for broadband take-up
ECA1.2i	The percentage of available land on Priority Strategic Employment Sites ready to be developed (i.e. with planning permission), as a % of all available land on PSES



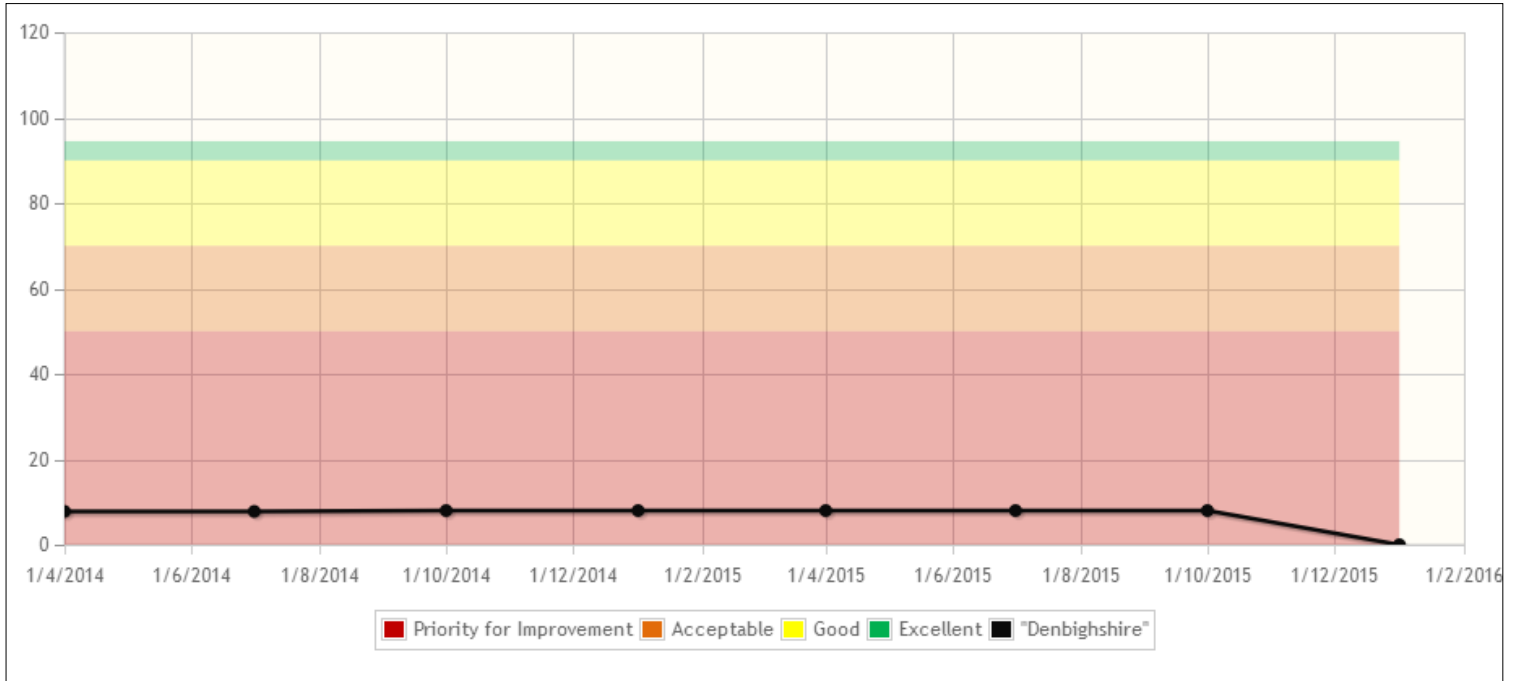
Latest Data Comment

Quarter 4 ECA1.2i and ECA1.3i

ECA1.2i, Quarter 4 = 3.7%. ECA1.3i = 0%. The indicators for this project have been reviewed. There were significant issues with the previous figures, namely: there was no definition of what constituted a Priority Strategic Investment Site, with strategic sites constantly changing, depending on progress and opportunity. For these reasons the project has now been baselined against the 2014 Employment Land Study, which provides a clear baseline of employment land supply, and is regularly reviewed by Planning as part of the LDP review process. On this basis, the most recent figures provided are correct.

ECA1.3i	The percentage of available land on Priority Strategic Employments
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Sites developed, as a percentage of all available land on PSES's



Activities

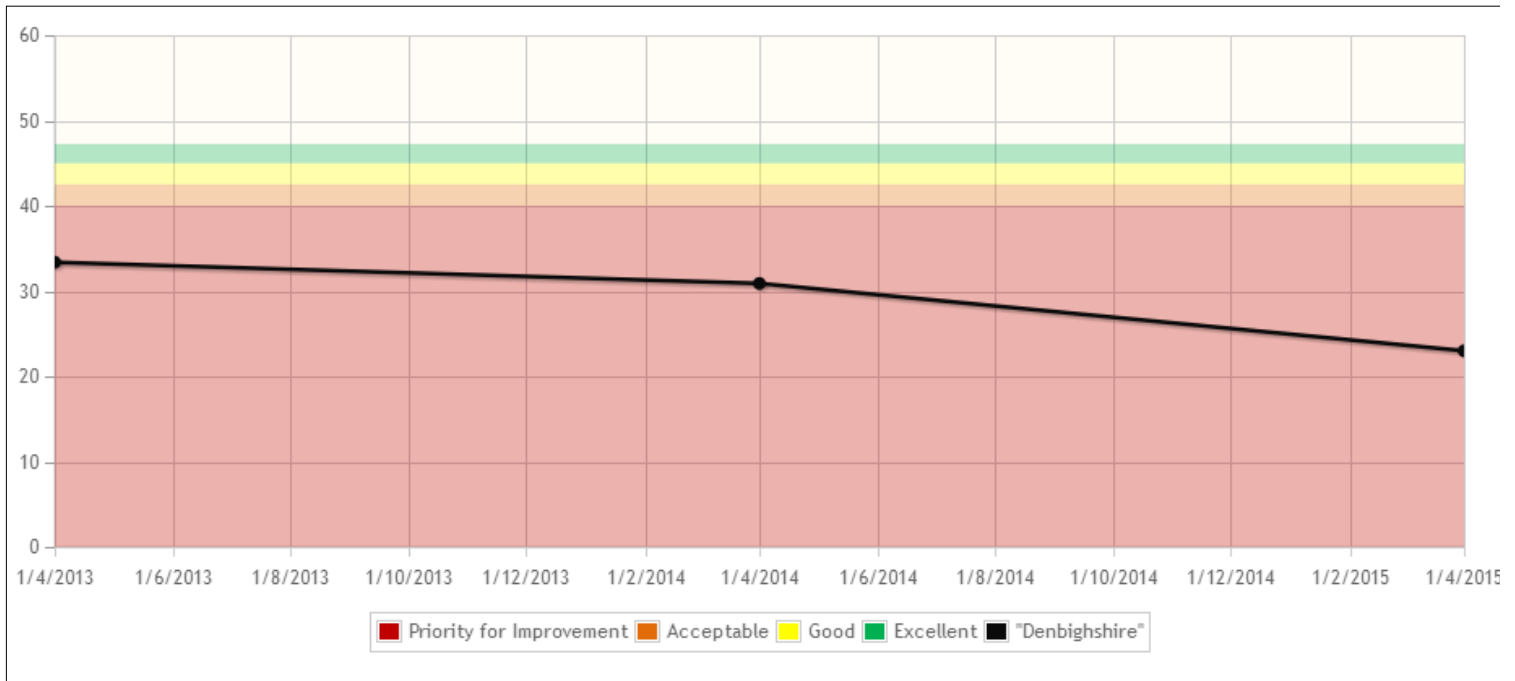
ECA 1.2a	Digital Denbighshire	15/07/13	31/10/15
ECA 1.3b	Strategic Employment Sites	06/05/14	31/03/17

OUTCOME 2 - SUPPORTED AND CONNECTED BUSINESSES

Status	ACCEPTABLE
Outcome Summary	The overall status for this Outcome is Orange: Acceptable. This outcome is supported by annual indicators. The final data for the local procurement spend 2015/16 – see below.

Indicators

FAA406m	Local procurement spend as a % of total procurement spend
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Latest Data Comment

Annual 2015-16 Whilst there has been a significant decrease in the recorded percentage of local spend, this is partly attributable to the increase in construction spend in 2015/16 associated with the school building programme, particularly the new Rhyl High School. The spend in these cases are attributable to the main contractor and therefore not counted as local, although efforts have been made in all cases to ensure there are sub-contracting opportunities for local businesses and suppliers. In the case of Rhyl High school, 71% of spend was actually captured within North Wales. Quarter 4 is currently 23.5%.

BusSurv4.2	% of businesses satisfied with quality of advice/support
BusSurv4.1	% of businesses satisfied with access to advice/support
ECA2.2i	The percentage of contracts worth over £1 million with community benefit clauses

Activities

BIM314a	Conduct, collate, analyse and publish results from the Business Survey	01/04/14	31/10/15
ECA 2.1a/2.2a/2.2c	Business Advice & Support	12/09/13	31/03/16
ECA 2.1b	Better Business for All (BFC Phase 1 - Planning & Public Protection)	06/05/14	31/03/16
ECA 2.1bus case	Develop business case for Better Business For All project	01/04/15	30/09/15
ECA 2.3a	Supportive Procurement (Phase 1 - Procurement Strategy)	02/12/13	28/11/14

PR003264/ECA 2.3a	PROCUREMENT: Strategy & revised CPR's	01/06/15	01/04/16
PR003266/ECA 2.3b	PROCUREMENT: Local Supplier Development	01/06/15	01/04/16

OUTCOME 3 - OPPORTUNITIES FOR GROWTH

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Work to identify growth Sectors is now underway, but the project is a very long term one. This relates to indicators ECA3.1i and ECA3.2i.</p> <p>STEAM data is annual, and validated national data will be available at the end of quarter 1, 2016-17.</p>

Indicators

CMLi10	STEAM - Total Economic Impact of Tourism (£ million)
CMLi11	STEAM - Number of Full Time Jobs Supported by Tourism
ECA3.1i	No. of businesses in the tourism sector
ECA3.2i	No. of new jobs in Growth Sectors
ECA3.3i	No. of Denbighshire residents employed in Growth Sectors

Activities

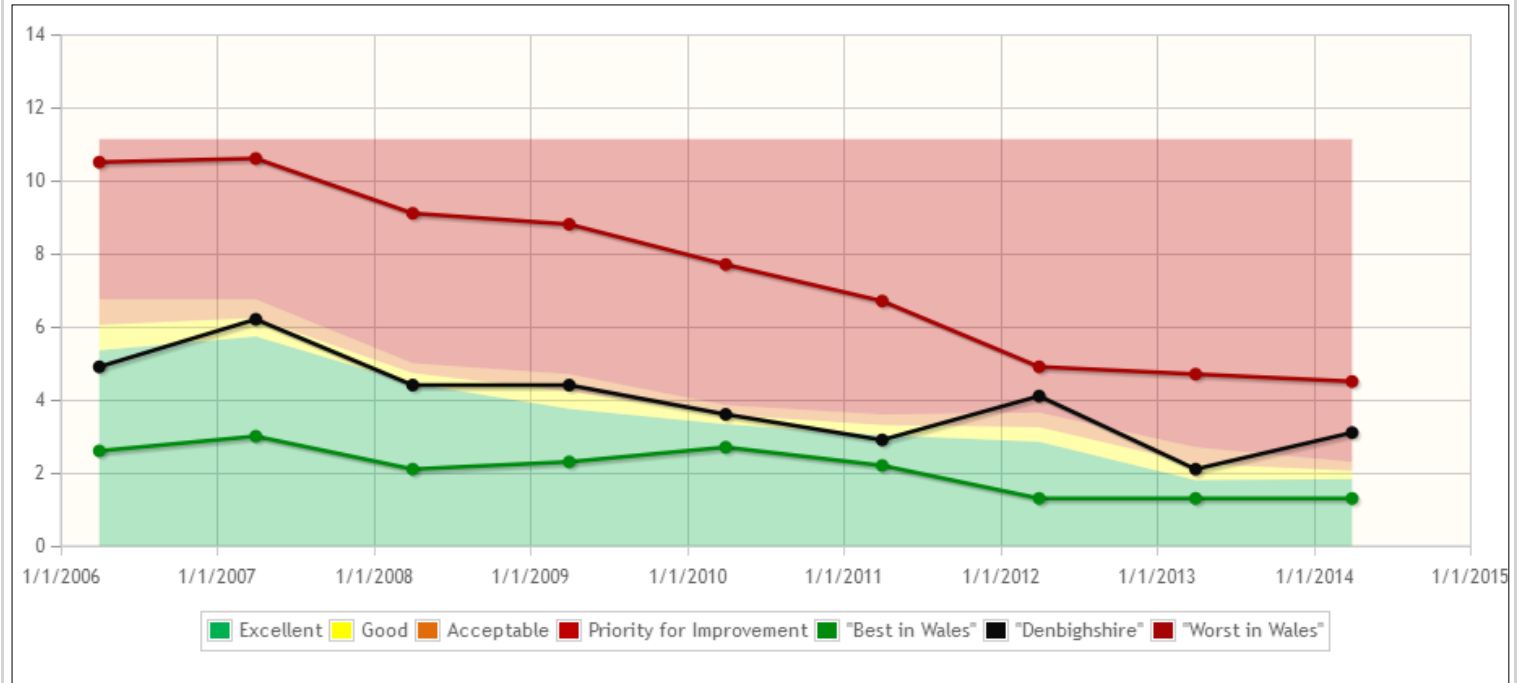
ECA 3.1Aa-c	Tourism Growth Plan	05/06/14	31/07/15
ECA 3.2a	New Growth Sectors	01/01/15	01/03/17
ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18
PPP311a	Take a pro-active approach to encourage the private sector to develop economic development, by producing master plans, planning briefs and SPGs	01/04/15	31/03/16

OUTCOME 4 - HIGH QUALITY SKILLED WORKFORCE

Status	GOOD
Outcome Summary	<p>The overall status for this Outcome is Yellow: Good.</p> <p>There is one indicator that is considered to be a priority for improvement, which is detailed below:</p>

Indicators

	Ed004i	The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire
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Latest Data Comment

Annual 2014/15 This figure represents 38 young people.

QECA4.6i	% of the population aged 18 to 24 claiming JSA
BusSurv3.3a	% of businesses reporting unfilled vacancies due to unsuitable applicants
BusSurv3.3b	% of businesses reporting difficulty recruiting staff with the right skills
eca4.10i	% of people of working age in Denbighshire who are self employed

Activities

ECA 4.1b, 4.2a-c, 4.3a	Pathways +	01/04/15	31/07/16
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Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of these indicators are updated on a frequency more than an annual, and data relating to the WIMD (LSOA) is only updated once every three years.</p> <p>Denbighshire's Business Survey 2015 did not include BusSurv2.1 % of town centre businesses reporting confidence in future prospects.</p> <p>Data for ECA5.4i will be available autumn 2016.</p> <p>Latest data for No. of LSOA with a claimant count (%) greater than Great Britain is August 2015 which is at an 'acceptable' level at 22.</p>

Indicators

ECA5.1i	% of vacant town centre premises (Denbighshire average)
RSQ11	% of residents reporting overall satisfaction with their town centre
RSQ2	% of town residents reporting overall satisfaction with their local area
BusSurv2.1 2014	% of town centre businesses reporting confidence in future prospects
ECA5.2i	% of LSOA that fall into the 10% most deprived in Wales
ECA5.3i	No. of LSOA with a claimant count (%) greater than Great Britain
ECA5.4i	No. of LSOA with a median household income below Wales
ECA5.5i	% of the rural working age population claiming Job Seekers Allowance

Activities

ECA 5.1	Town Centre Growth & Diversification Plan	05/05/15	31/03/17
ECA 5.3a RGF	Rhyl Regeneration		
ECA 5.3a RGF 01	Rhyl Harbour: Pedestrian and cycle bridge, public square, quayside building and extended quay wall	02/03/09	31/03/15
ECA 5.3a RGF 01.1	Rhyl Harbour: Harbour Empowerment Order	02/05/12	30/06/16
ECA 5.3a RGF 02	West Rhyl Housing Improvement Project		
ECA 5.3a RGF 03	The Honey Club, Rhyl		
ECA 5.3a RGF 10	49 - 55 Queen Street	01/09/14	31/03/15

OUTCOME 6 - WELL-PROMOTED DENBIGHSHIRE

Status	EXCELLENT
Outcome Summary	The projects are both currently at an Excellent status.

Activities				
	ECA 6.1 a-c	Locate in Denbighshire- Inward Investment Marketing Campaign	17/04/14	31/03/16
	ECA 6.2a	Develop a Destination Management Plan for Denbighshire	01/04/14	30/06/14
	ECA 6.2b / 1.3a	Enquiry Handling for Sites & Premises	24/11/14	30/06/15

PRIORITY - IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

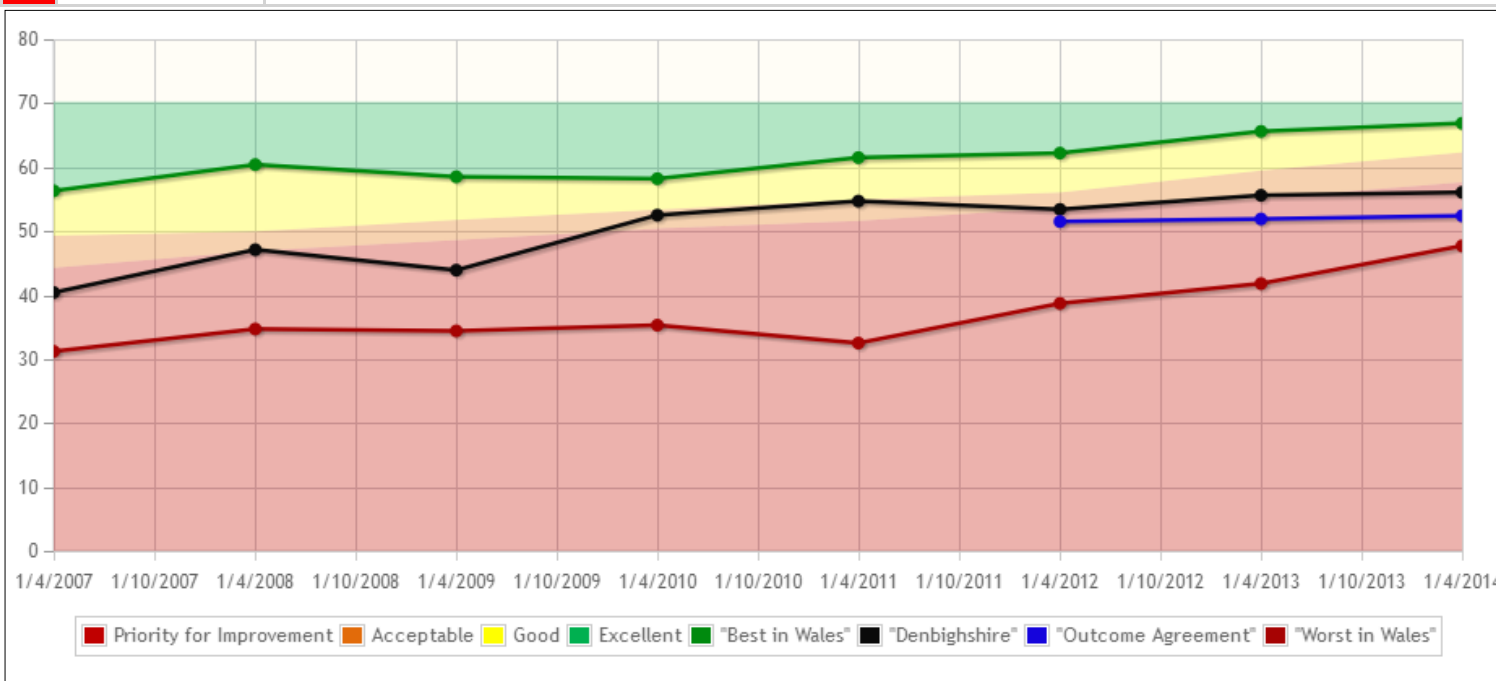
OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

Status ACCEPTABLE

Outcome Summary The overall position for this outcome is Orange: Acceptable. We are using a higher benchmark for excellence for educational attainment where 'Green: Excellent' is the best in Wales. Indicators considered to be a priority for improvement are detailed below.

Indicators

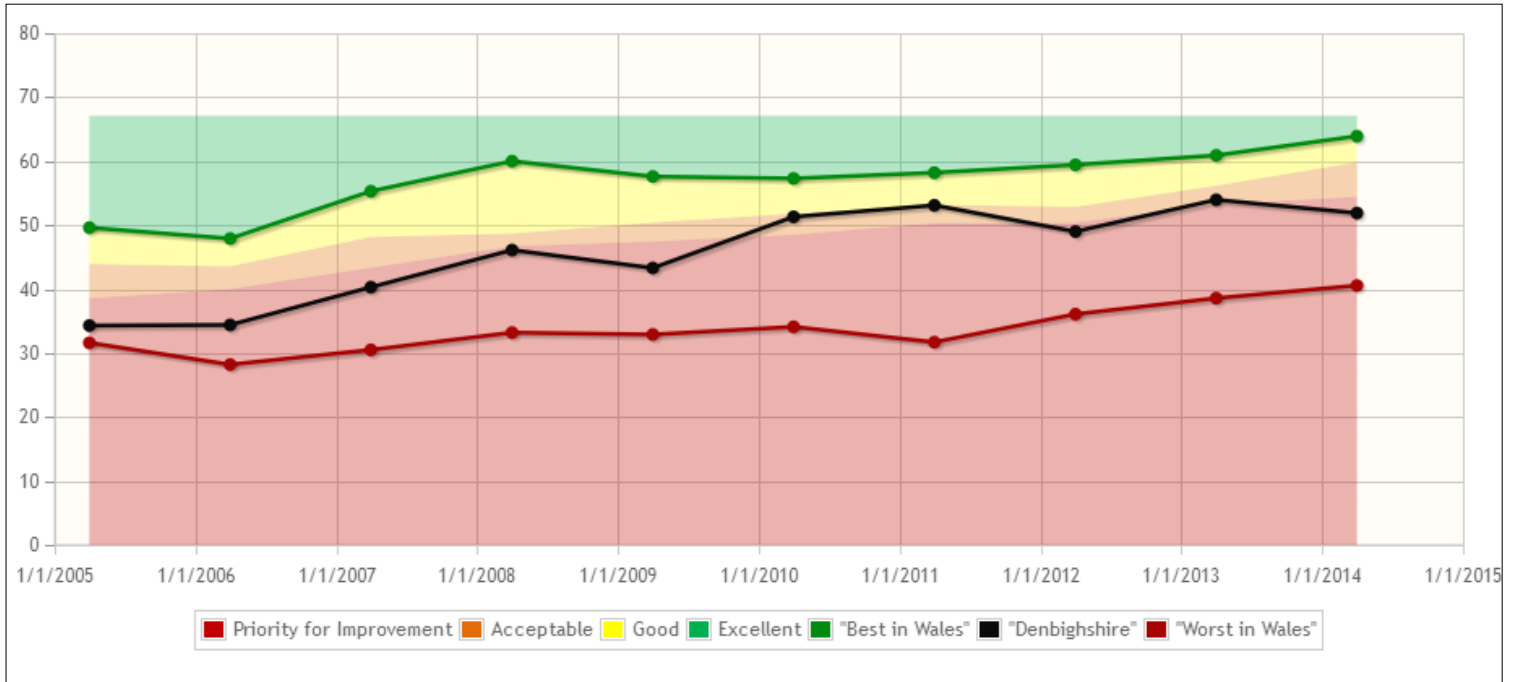
Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
EDU017	The percentage of pupils achieving the level 2 threshold including Welsh/English and maths (all pupils)



Latest Data Comment

Annual Performance against the indicator has increased from 55% in 2013-14 to 56% in 2014-15. However, improvement elsewhere in Wales now means that Denbighshire's performance has fallen below the median and is considered a priority for improvement.

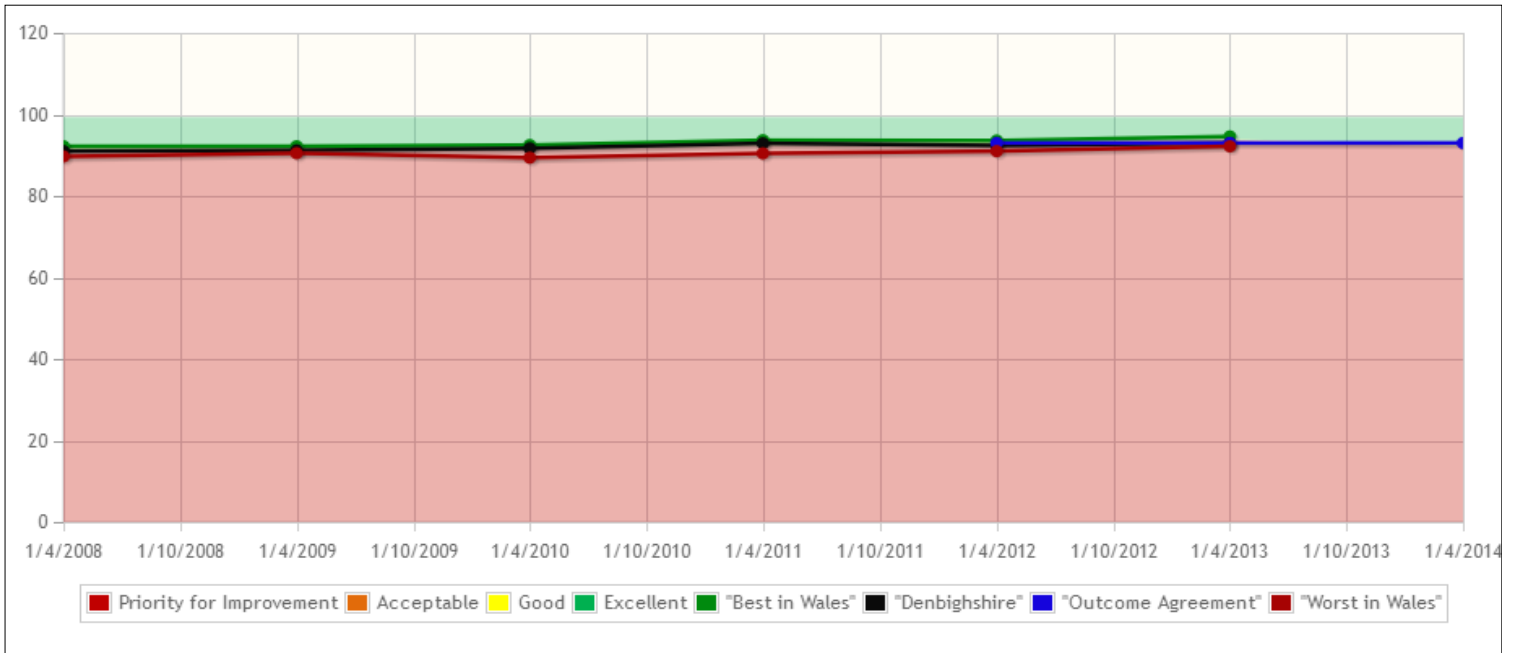
Ed006i	The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)
Ed009i	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)



Latest Data Comment

Annual Performance against the indicator has fallen from 53% in 2013-14 to 51% in 2014-15. Together with improvement elsewhere in Wales, this means that Denbighshire's performance has fallen below the median and is considered a priority for improvement.

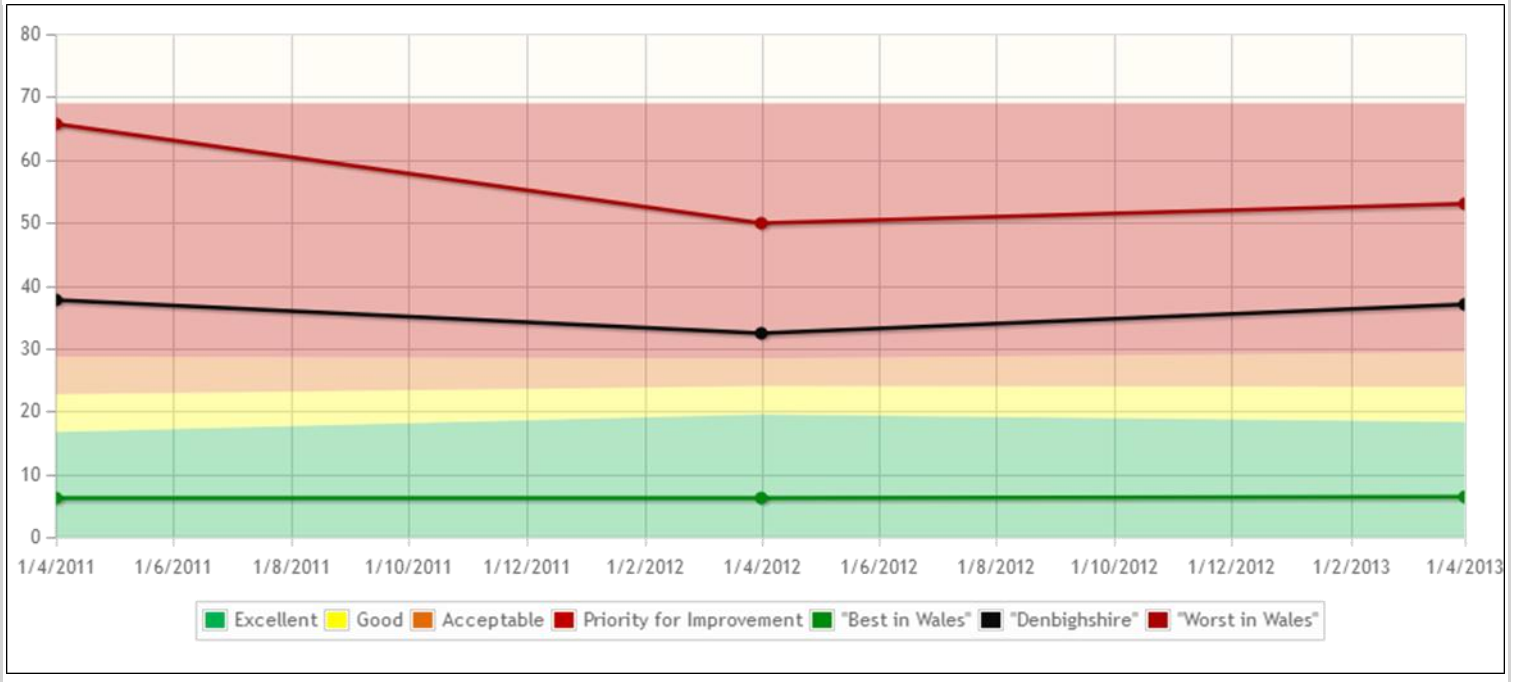
EDU002i	The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
EDU003all	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)
EDU016a	Percentage of pupil attendance in primary schools
EDU016b	Percentage of pupil attendance in secondary schools



Latest Data Comment

Annual	Validated data for 2014-15 academic year will be available in September. Current 2015-16 academic year performance at the end of April was at 93.72%.
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EDU101i	The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools
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Latest Data Comment

Annual	This measure replaces previous measures around the number of exclusions, and the number of days lost, which are no longer published by Welsh Government. Looking at the data for 2013/14 academic year, there were 563 fixed-term exclusions lasting 5 days or less, and 17 lasting over 5 days. This is a 14% increase on 2012/13. Data for 2014/15 academic year is not validated until April / May.
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Measures

LMEd20a	The number of deficit places as a percentage of the total school places in Denbighshire (Primary)
LMEd20b	The number of deficit places as a percentage of the total school places in Denbighshire (Secondary)
LMEd21a	The number of surplus places as a percentage of the total school places in Denbighshire (Primary)
LMEd21b	The number of surplus places as a percentage of the total school places in Denbighshire (Secondary)
LMEd22a	The number of school places provided through mobile classrooms (Primary)
LMEd22b	The number of school places provided through mobile classrooms (Secondary)
* CES101i	The percentage of primary places provided in Category A schools
* CES102i	The percentage of primary places provided in Category B schools
* CES103i	The percentage of secondary places provided in Category A schools
* CES104i	The percentage of secondary places provided in Category B schools
*	This cluster of new indicators relate to the conditions of schools (Category A being the best), improvement of which is a major driver for the 21 st Century Schools programme of work. Data is not yet available for these but will be included in the next quarter 1 report.

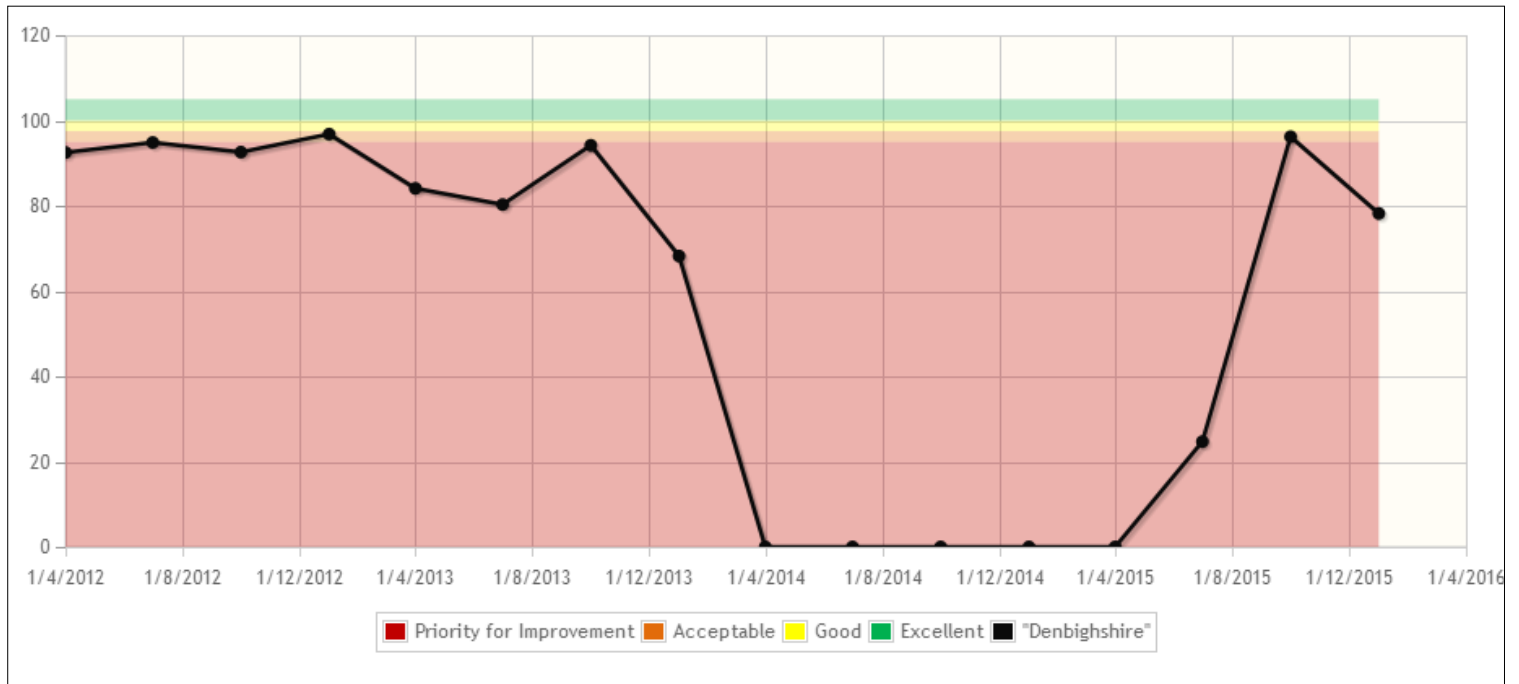
Activities				
CES102a	Funding the 21st Century Schools Programme and wider Modernising Education Programme	01/04/14	01/08/19	
CES111a	To reduce the reliance on mobile accommodation	01/04/14	31/03/16	
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/19	
ECA 4.1b,4.2a-c,4.3a	Pathways +	01/04/15	31/07/16	
ECA 4.2a-c	TRAC	07/04/14	31/08/20	
EDU117a	Health and Wellbeing Outcomes for Schools	01/04/15	29/07/16	
EDU118a	Review of Athrawon Bro Service for schools	01/04/15	31/03/16	
EDUa003	Review current provision for students who access the Behaviour support Service and remodel as appropriate	01/04/13	31/03/16	
EDUa005	Revisit Service Level Agreement with GwE	01/04/14	31/03/16	
EDUa006	Celebrating teacher achievements / good practice through an award scheme (Excellence Denbighshire for teachers)	01/04/14	31/03/16	
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	31/03/16	
EDUa009	Soft skills / skills for employment	01/04/14	31/03/16	
EDUa011	Careers advice and support	01/04/14	31/03/16	
EDUa012	Work experience opportunities	01/04/14	31/03/16	
EDUa013	Apprenticeships	01/04/14	31/03/16	
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/16	
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/16	
EDUa018	Challenge Action: Further develop the role of the School Standards Monitoring Group (SSMG), to include focus on headteacher performance and school attendance	22/04/15	31/05/16	
EDUa019	Challenge Action: Continue to develop Denbighshire's own leadership of GwE	22/04/15	31/03/16	
EDUa020	Challenge Action: Service to progress its strategy on improving secondary school attendance, and to circulate a paper to Scrutiny for information	22/04/15	30/06/15	
EDUa021	Challenge Action: Analysis of Yr13 2015 destination data using a sample from our sixth-form schools	01/07/15	31/10/15	
EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/16	

PR000359	Rhyl New School	22/10/12	11/07/16
PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
PR000247	Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18
PR000319	Ruthin Area Review: Ruthin Town School Modernisation	21/04/14	01/09/18
PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	01/01/14	30/10/17
PR000332	Ruthin Review -New Area School for Llanfair DC and Pentrecelyn	01/08/14	03/09/18

PRIORITY - IMPROVING OUR ROADS

OUTCOME 8 - RESIDENTS AND VISITORS TO DENBIGHSHIRE HAVE ACCESS TO A SAFE AND WELL-MANAGED ROAD NETWORK

Status	ACCEPTABLE	
Outcome Summary	The overall position for this outcome is Orange: Acceptable. We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales on an annual basis.	
Indicators		
HES101i		The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition
RSQ09A		The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)
RSQ09B		The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know)
THS012 - Annual		The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition
THS012a - Annual		The percentage of principle A roads that are in overall poor condition
THS012b - Annual		The percentage of non-principal/classified B roads that are in overall poor condition
THS012c - Annual		The percentage of non-principal/classified C roads that are in overall poor condition
Measures		
APSEPI03c		Percentage of damaged roads and pavements made safe within target time



Latest Data Comment



Quarter 4	78.2% completed due to staff sickness and winter maintenance duties. To improve monitoring of work completion times, a daily report will now be issued each day at 3pm by the Symology Team highlighting any outstanding work.
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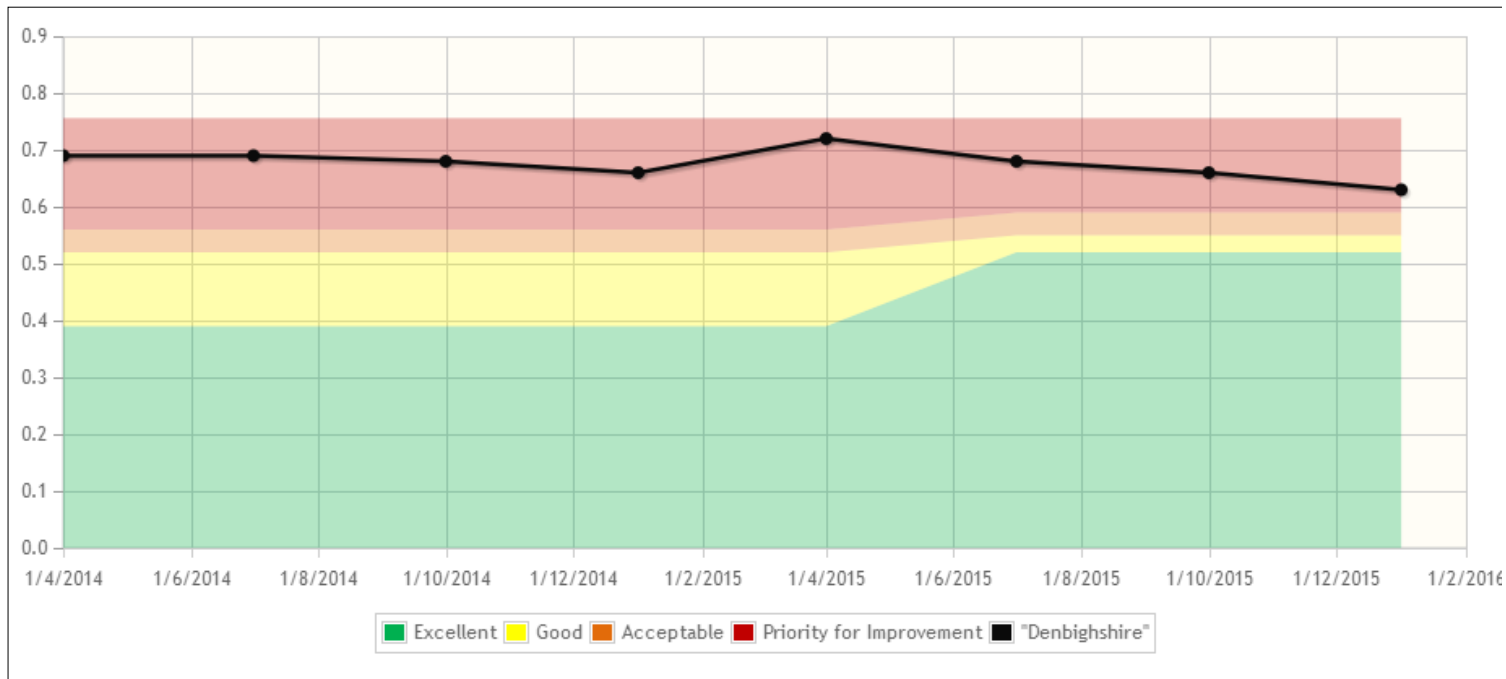
HES102m	The percentage of planned dropped-kerbs delivered along key routes within the year
HIM006	The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%)
HIM007	The number of successful claims against the council concerning road condition during the year
HIM042	The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)
THS003	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance

Activities				
	HES106a	Continue to strengthen the Elwy Bridge, St Asaph, and undertake extensive repairs to the East Abutment of Foryd Road Bridge, Rhyl.	01/04/14	31/03/15
	HES107a	Local transport infrastructure barriers to growth (from Economic & Community Ambition Programme Plan)	01/09/14	31/03/16
	HES113a	Resurfacing works	01/04/15	31/03/16
	HES114a	Microasphalt laying works	01/04/15	31/03/16
	HES115a	Surface dressing works	01/04/15	31/03/16
	HES116a	Review car park tariffs	01/04/15	31/07/15
	HES117a	Introduce telemetry system for car park pay & display machines	01/04/15	31/03/16
	HIA004	Implement policy by delivery of dropped kerbs on prioritised key routes	01/04/14	31/03/16

PRIORITY - VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

OUTCOME 9 - VULNERABLE PEOPLE ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Status	GOOD	
Outcome Summary	<p>The overall position for this outcome is Yellow: Good.</p> <p>There is one indicator that is considered to be a Priority for Improvement, and this is detailed below. The percentage of the population who cannot live independently (aged 18 or over). As at 31 March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31st March 2016 to 0.63% (473 people). This has shown a decrease in the numbers throughout the year.</p> <p>However, as part of our Corporate Plan 2012-17, we publish an ambition to reduce the number of adults who needed residential care during the year by 200, from 815 in 2012 to 615 by 2017. Clearly we have made significant progress towards this ambition (reducing the figure by 137 over the past 4 years). This demonstrates our success in supporting people to remain as independent as possible for as long as possible.</p> <p>Our vision is that nobody in Denbighshire will need standard residential care in future, but that vision requires the development of more extra care housing as an alternative for people who have 24-hr care needs and do not require significant nursing or specialist mental health input. Plans for the development of additional extra care housing schemes are progressing well, although some of the potential plans are subject to decisions that are to be made by Cabinet in April 2016 about the future of our in-house residential care homes.</p> <p>It is proposed to remove ABSM3 - the percentage of people no longer needing a social care service following involvement from the reablement and intake service, as this is no longer collected by the service. It is proposed that this will be replaced by a new National measure in April 2016.</p>	
Indicators		
	QIndependent18	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)
	QResidential18	The percentage of the population who cannot live independently (aged 18 or over)



Latest Data Comment

Quarter 4 The percentage of the population who cannot live independently (aged 18 or over). As at 31 March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31st March 2016 to 0.63% (473 people). This has shown a decrease in the numbers throughout the year.

Measures

ABSm3	The percentage of people no longer needing a social care service following involvement from the reablement and intake service
Assistive18	The number of adult clients in receipt of assistive technology (aged 18 or over)
Newcarehome65 (count only)	The number of new placements of adults whom the authority supports in care homes (aged 65 or over)
QPSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
QSCA001	The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over
QSupported (a) 18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through, modern supportive options (aged 18 or over)
QSupported (b) 18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through traditional care options

Activities				
	ABS110a	Service Challenge Action : Carry out review of Single Point of Access (SPoA) and develop a meaningful set of indicators with data available late 2015.	30/09/14	30/09/15
	CFS206a	The development of a new Care Leavers Service commissioned through engagement and co-production	01/04/15	30/09/15
	CFS406a	Improve the approach to inclusive practice of mainstream providers of services to children and young people, so that these services can be easily accessed by children with additional needs	01/04/15	31/03/16
	CSS101a	Development and implementation of the Supporting Independence in Denbighshire (SiD) vision, including: engaging with Town & Community Councils and the 3rd Sector to develop supportive communities	01/04/15	31/03/16
	CSS102a	Working with providers in the independent sector to enable the council to commission "outcomes" rather than "services" from providers.	01/04/15	31/03/16
	CSS302a	Specialist Services Development. We will review the roles & responsibilities within Specialist Service and consider whether it is feasible to develop a whole of life disability service.	01/04/15	31/03/16
	CSS304a	Implementation of changes necessary to respond to the Housing Act	01/04/15	31/03/16
	CSS305a	Continue to promote and develop integrated partnership working with health (developing formal integrated structures and governance arrangements).	01/04/15	31/03/16
	CSS306a	Continue to develop person centred approaches to support and empower citizens to gain independence and achieve the outcomes that are important to them, including working with the Social Services Improvement Agency to test the National Outcomes Framework.	01/04/15	31/03/16
	CSS307a	We will test a different way of working with citizens at risk of losing their independence that is community focussed and geared towards promoting independence. This will be part of a national 'Community Led Conversations' programme run by the NDTi	01/04/15	31/03/16
	MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	

PR000173	Single Point of Access		
PR002863	Consultation on future of in-house services	13/01/15	24/05/16

OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED

Status	GOOD
Outcome Summary	<p>The overall position for this outcome is Yellow: Good.</p> <p>There are no exceptions to report on for quarter 4, 2015/16.</p> <p>The actions required to support adult protection and Deprivation of Liberty Safeguards have been implemented with work undertaken with the Single Point of Access to manage referrals better and the appointment of a dedicated Safeguarding Team Manager. However, some concerns have previously been raised by CSSIW with respect to the Protection of Vulnerable Adults (POVA) process, and we are therefore being cautious and evaluating this outcome as `good` overall instead of `excellent`, despite the excellent performance in relation to all the indicators and measures.</p> <p>It is important to note that the concerns raised by CSSIW were based on their annual assessment for 2014/15, and we have since implemented various changes to our processes to respond to those concerns, as highlighted above.</p> <p>The CSSIW concerns, and our response to them, has also been discussed at length at Performance Scrutiny, and the cautious evaluation of `good` for this outcome reflects the view that it may be too early to evaluate whether those changes have been fully embedded yet.</p> <p>An update report will be discussed by Performance Scrutiny in September.</p>

Indicators	
QSCC010	The percentage of referrals that are re-referrals within 12 months
Measures	
QSCA019	The percentage of adult protection referrals completed where the risk has been managed
QSCC015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference
QSCC034	The percentage of child protection reviews carried out within statutory timescales during the year







Activities

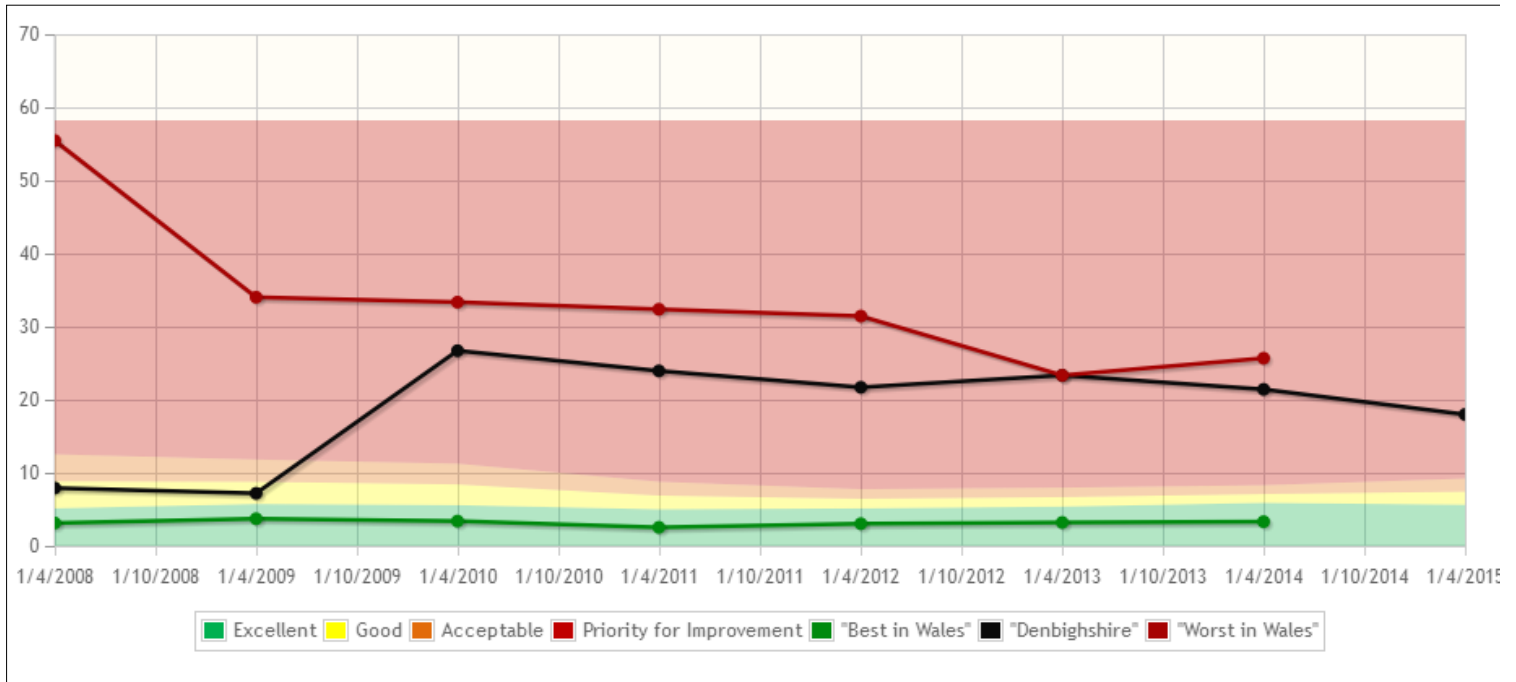
CFS102a	Implement a coherent service wide approach to the use of risk models and risk management in the direct work with families.	01/04/14	31/03/16
CFS106a	Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between TAF and Intake Services	01/04/15	30/09/15
CFS107a	Develop the final year plan for delivery of Families First to include preparation to exit from the programme	01/04/15	31/03/16
CFS108a	Develop and deliver an effective training programme for `all staff' around providing stability for vulnerable families	01/04/15	31/03/16
CFS207a	Implement actions from Foster Care Profile exercise undertaken in 2014/15.	01/04/15	30/09/15
CFS208a	National Outcomes Framework Pilot for Looked After Children and children at risk of becoming Looked After	01/04/15	30/09/15
CFS302a	Establish a learning framework for identifying and prioritising safeguarding issues to be addressed	01/02/14	31/03/15
CFS303a	Implement Signs of Safety approach to manage child protection conferences	01/02/15	31/12/15
CFS304a	Aim to ensure every child is subject to an appropriate intervention	01/05/15	31/03/16
CFS305A	Improve basic Skills Set for communicating with children	01/04/15	31/12/15
CFS306a	Implement an effective approach to Core Groups ensuring they adhere to the creation and implementation of a child protection plan	01/05/15	31/03/16
CSS201a	Improve POVA processes to support the role of the Designated Lead Manager	01/07/15	31/03/16
CSS202a	Improve processes to ensure more effective management of the DoLs workload	01/07/15	31/03/16

PRIORITY – CLEAN & TIDY STREETS

OUTCOME 11 – TO PRODUCE AN ATTRACTIVE ENVIRONMENT FOR RESIDENTS AND VISITORS ALIKE

Status	GOOD
Outcome Summary	<p>The overall position for this outcome is Yellow: Good.</p> <p>In Denbighshire the LEAMS survey was carried out over 2 days in July 2015, the outcome of which was an overall cleanliness grade of 66.7. The methodology for the LEAMS surveys reflects the Code of Practice for Litter and Refuse and Associated Guidance (COPLAR) 2007, which relate to Part IV of the Environmental Protection Act (EPA) 1990. Each survey covers a 6% sample of streets, selected at random from a full list of adopted highways provided by each local authority. LEAMS assesses the quality of the local environment through a visual survey of a 50m transect of one side of a street. All Wales local authority scores ranged from 62.1 to 75.8 at best for 2015/16.</p> <p>The Streetscene Team particularly in the North has gone through a period of leadership change in the last nine months. Two senior members of the team have been on long term sick leave which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill these important roles.</p>

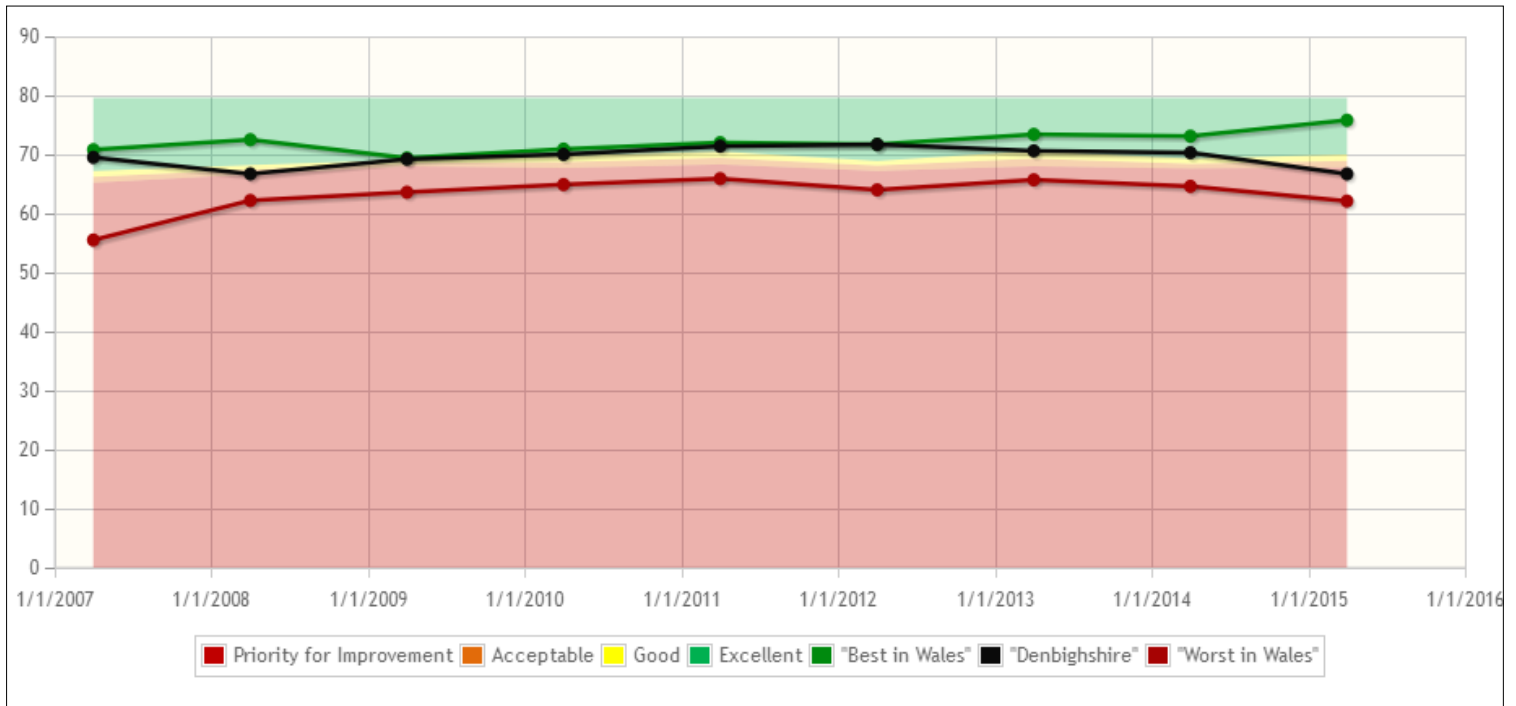
Indicators		
	HES201i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area
	HES202i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling
	HES203i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre
	HES204i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre in relation to dog fouling
	HES207i – Annual	Clean Streets Survey - Improvement Areas
	RATE/STS/006D – Annual	The rate of fly-tipping incidents reported per 1000 population



Latest Data Comment

Annual The rate of fly-tipping in Denbighshire per 1,000 has decreased during 2015/16 with 1,699 incidents being recorded. Whilst this may remain high in the context of all Wales, we believe we are reporting this indicator differently from other councils. We include incidents that we identify ourselves through our street cleaning activities, in addition to incidents reported by the public.

KWT001i Keep Wales Tidy - Cleanliness Indicator



Latest Data Comment

Annual 2015-16	In Denbighshire the LEAMS survey was carried out over 2 days in July 2015, the outcome of which was an overall cleanliness grade of 66.7. All Wales local authority scores ranged from 62.1 to 75.8 at best for 2015/16. The Streetscene Team particularly in the North has gone through a period of leadership change in the last nine months. Two senior members of the team have been on long term sick leave which may have impacted on service delivery. These issues are being addressed and plans are in place to recruit suitably qualified and experienced staff to fill these important roles.
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Measures

QPPP101m	The percentage of untidy land incidents resolved within 12 weeks
STS006 - Annual	The percentage of reported fly tipping incidents cleared within 5 working days
Q-PPP102m	The rate of fixed penalty notices (all types) issues per 1000 population
Q-PPP103m	The rate of fixed penalty notices (dog fouling) issues per 1000 population

Activities

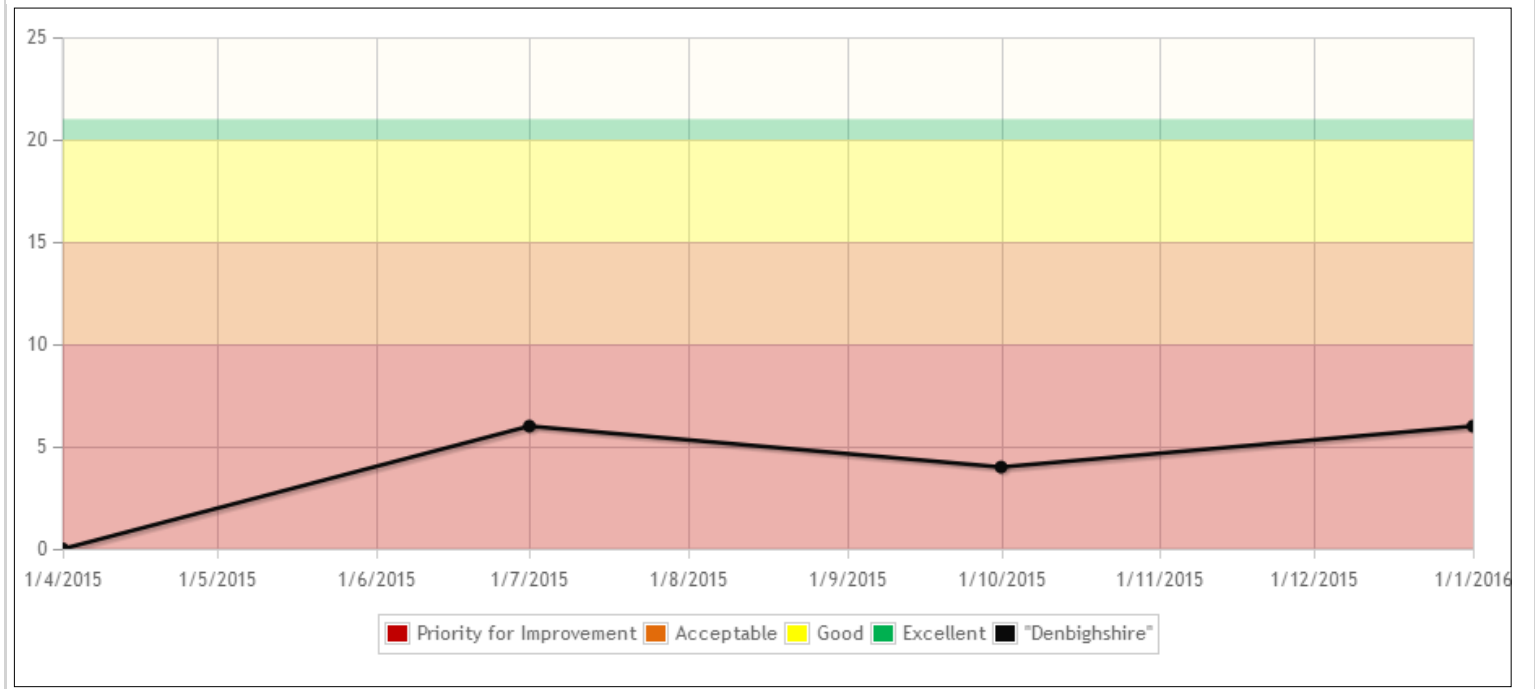
HES204a	Collaboration between Streetscene and Public Protection in relation to dog fouling	01/04/15	31/03/16
HES205a	Streetscene/Countywide engagement with the general public in relation to dog fouling	01/04/15	31/03/16
PPP104a	Develop and implement a coordinated approach to tackling identified eyesore sites across the county	01/10/14	31/03/15
PR000069	Former North Wales Hospital	01/03/10	31/03/16

PRIORITY - ENSURING ACCESS TO GOOD QUALITY HOUSING

OUTCOME 12 - THE HOUSING MARKET IN DENBIGHSHIRE WILL OFFER A RANGE OF TYPES AND FORMS OF HOUSING IN SUFFICIENT QUANTITY AND QUALITY TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES

Status	GOOD
Outcome Summary	The overall position for this outcome is Yellow: Good. There is one indicator and one performance measure that are considered to be a priority for improvement. These are detailed below.

Indicators	
JHLAS03i - Annual	The years of supply of housing land as determined by the Joint Housing Land Availability Study
QPSR007a	Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full licence
FAA407i	The % of Council House tenants that were at least satisfied with the quality of their home
PPPAH001- Annual	The additional supply of affordable housing, including social housing, provided during the year
PPPMH001- Annual	The additional supply of market housing, provided during the year
QLI-PLA006	No. of additional affordable housing units granted planning permission as a % of all housing units granted planning permission.



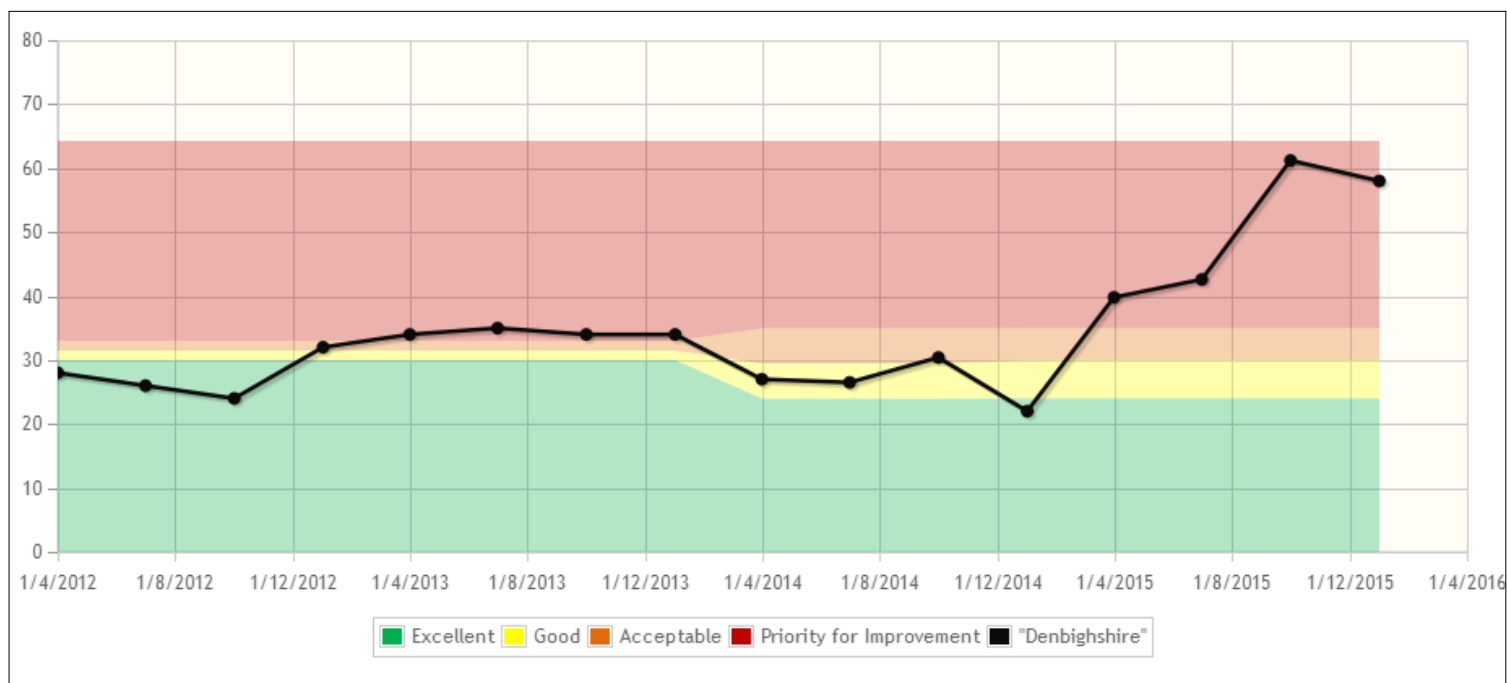
Latest Data Comment

Quarter 4	The provision of affordable housing units on site is governed by a number of factors. Foremost of these is the adopted Local Development Plan Policy which is always the starting point when assessing planning applications. The
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relevant adopted policies in the Plan mean that only residential development schemes of 10 or more units could result in a new affordable dwelling being provided on site due to the agreed 10% provision. Many residential development schemes are for 9 or less dwellings. The size of residential schemes and the types of applications received are beyond our control meaning it is very difficult to influence the indicator.

Measures

Q-HMPI102	Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)
HHA013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
Q-CMPI03	The number of calendar days taken to let empty properties (council stock only) - General Need & Housing for Older People



Latest Data Comment

Quarter 4 The turnaround time has slightly decreased as at the end of quarter 4, to 58 calendar days. We are significantly increasing the standard to which we let properties to ensure the highest possible standards. In the medium term we are aiming to increase standards whilst also increasing our resources to manage the additional work alongside developing efficient processes to improve the turnaround time.

Q-LI/HS/13	The number of potential homeless people assisted to find a home
QPLA004c	The percentage of householder planning applications determined during the year within 8 weeks
QPSR002	The average number of calendar days taken to deliver a Disabled Facilities

	Grant		
QPSR004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority		
Y-HSG304m	The percentage of council properties compliant with the Welsh Housing Quality Standard		
Activities			
FAA402a	Develop and embed some county-wide initiatives to enhance tenant engagement and satisfaction	01/04/15	31/03/16
FAA405a	Publish results from the 2014/15 Council Tenant survey	01/04/15	31/03/16
FAA502a	Undertake work to enable identified vacant private sector dwellings to be converted into Council Housing	01/04/15	31/03/16
FAA503a	Prepare sites to enable new Council House builds	01/04/15	31/03/16
FAH401a	Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties	01/02/16	31/03/17
FAH402a	Review approach to surveying tenants about property condition / repairs	01/01/16	30/04/16
No Progress			29/04/16
FAH403a	Profiling our tenants to understand current and future needs	01/01/16	30/04/16
FAH404a	Create a more coherent approach to property management and maintenance in order to assure best value for money	01/12/15	30/09/16
FAH405a	Develop and implement policy to support energy efficient housing within the council's stock	01/01/16	30/04/16
FAH406a	Develop programme for the electrical testing of properties	01/01/16	30/04/16
FAH407a	Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)	01/01/16	30/04/16
FAH408a	Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits	01/01/16	30/04/16
FAH409a	Evaluate the effectiveness of the Jewson supplier	01/03/15	31/07/16

	contract in preparation for its renewal / replacement, in partnership with neighbouring authorities		
FAH410a	Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire's own housing quality standard	01/01/16	30/06/16
FAH411a	Delivery of planned upgrade works to housing stock	01/04/16	31/03/17
FAH412a	Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)	01/01/16	30/04/16
FAH413a	Improve strategic approach to the buying and selling of housing assets ('whole-street' approach), supported by intelligence around need and demand, for the benefit of housing stock	01/02/16	31/07/16
FAH414a	Undertake work to enable identified vacant private sector dwellings to be converted into social housing and temporary accommodation, in partnership with homelessness services	01/09/15	31/03/17
FAH415a	Develop a schedule to enhance our open space / play assets	01/10/15	31/10/18
FAH416a	Acquire sites to enable new social housing developments	01/12/15	31/03/17
FAH417a	Profiling of current Council Housing stock against need and demand with a view to explore opportunities of reclassification (i.e Sheltered to general needs). Working in conjunction with RSL's & Housing Strategy	01/02/16	30/09/16
FAH418a	Review of all IT systems and data recording methods in Housing (Keystone, Coms, spreadsheets etc)	01/01/16	31/03/16
FAH419a	Review of Denbighshire County Council's Right to Buy Scheme and consider suspension	01/01/16	29/02/16
FAH513a	Create an action plan based on the results from the Council Tenant survey	01/08/15	31/10/15
HCD103a	Develop and deliver a Housing Strategy	01/04/14	31/03/16
MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
PPP201a	Deliver the Renewal Area projects in Rhyl to	01/04/14	31/03/16

		improve the conditions of private sector housing and environmental enhancements		
	PPP203a	Take a pro-active approach to encourage the private sector to bring forward allocated housing sites, to deliver mixed type and range of housing, by producing master plans, planning briefs and SPGs	01/04/14	31/03/15
	PPP205a	Ensure as many Affordable Houses as possible are provided through the planning system and other methods of delivery	01/04/14	31/03/16
	PPP207a	Improve the behaviour of private sector landlords	01/04/15	31/03/16
	SCHSG206a	Service Challenge Actions: Housing : Ensure Service Challenge key actions are taken into account regarding the development of the Local Housing Strategy	04/03/15	31/10/15

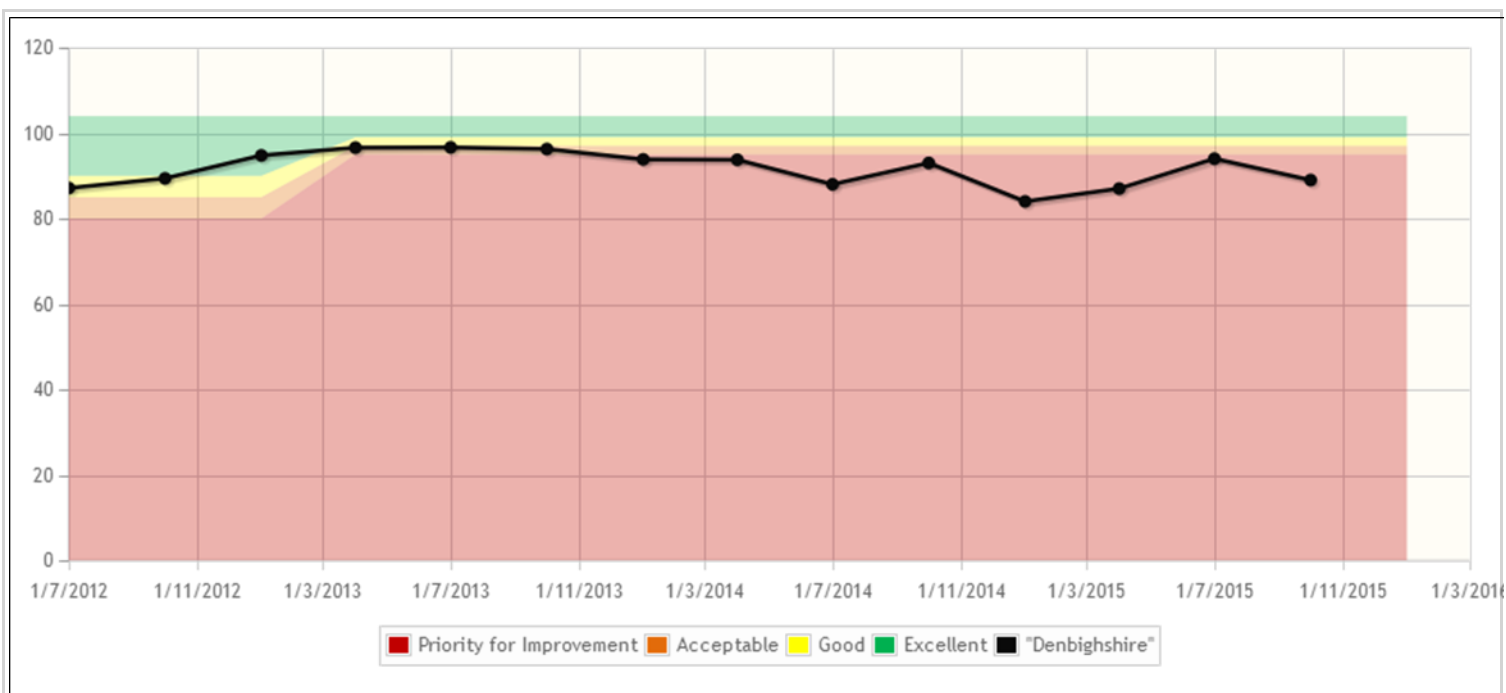
PRIORITY - MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

OUTCOME 13 - SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>One measure has generated a Red: Priority for Improvement status. Only 88% of all external stage 1 complaints received by the council were responded to within corporate timescales.</p> <p>The new Well-being Impact Assessment tool will include an assessment of a project or policy's impact on people using Welsh and the promotion of the Welsh language.</p>

Indicators	
BPP1002	The number of formal recommendations for improvement within the WAO Improvement Reports
BIM3110i	The percentage deviation from a good practice figure of 75% of Open projects generating a Green or Yellow ROYG status in terms of being on-track to deliver their outputs according to pre-defined scope
RSQ16B	The percentage of residents responding positively to the statement: My Council is efficient and well-run
RSQ16C	The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't know)

Measures	
BPP1004	The percentage of Outcome Agreement Grant awarded by WG
M102m	The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one
PCOTDCC	The % of external stage 1 complaints that are responded to within corporate timescales (DCC)



Latest Data Comment

Quarter 4	129 received in quarter 4, 114 responded to within timescale (88%). Monthly reports are provided to Heads of Service with performance against this indicator automatically reported to and monitored by Scrutiny every quarter.
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ROCDCC	The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population
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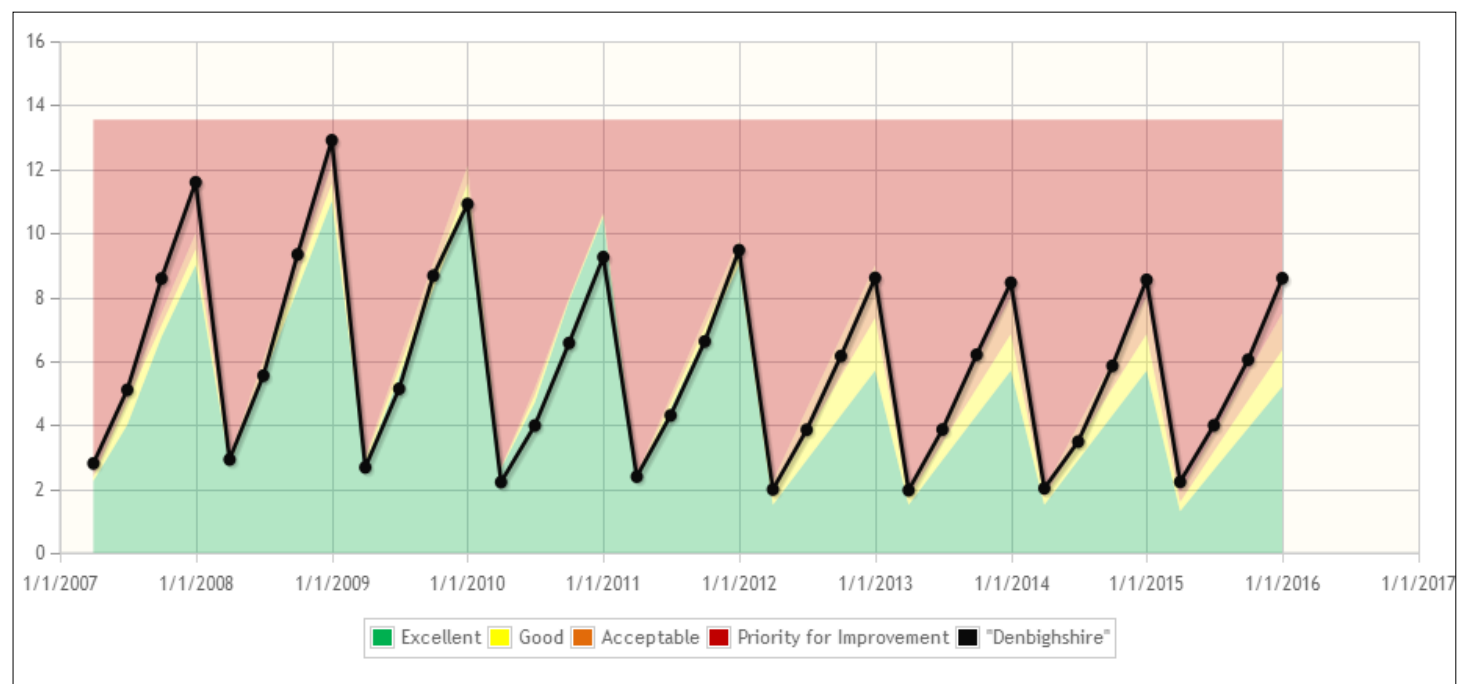
Activities

BIM114a	Support Town and Area Champions and Member Area Groups to develop revised Town and Area Plans in collaboration with Partners and Communities in line with the Wellbeing Plan	01/04/15	31/03/16
EDU119a	Preparing for merger with Children & Family Services	01/04/15	31/03/16
LDS203a	Establish and operate a Task & Finish sub-scrutiny group to examine the Impact of Budget Cuts on the Corporate Plan and the Council's Performance	01/04/15	31/03/17
PR000317	Digital Choice - Getting the Customers Ready	21/10/14	01/11/15
PR000494	Archives & Records Management Transformation	01/09/14	28/02/18
WLS001	Consider our position in relation to the Welsh Language Standards set by the Welsh Language Commissioner and develop an action plan to deliver them	01/04/15	31/03/17

OUTCOME 14 – MORE FLEXIBLE AND EFFECTIVE WORKFORCE SUPPORTED BY COST EFFICIENT INFRASTRUCTURE

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>Sickness absence remains a priority for improvement at 8.59 in quarter 4. The targets for the reduction in sickness absence are challenging and overall the levels are reducing. It should be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales, despite failing to meet its own lower, more ambitious target at this time. New activities are included in the Legal, HR and Democratic service plan 2016-17 to address sickness absence and promote staff well-being.</p> <p>Performance appraisal completion increased to 95% as at the end of quarter 4 and is now at an `acceptable` level.</p>

Indicators	
M202a	Staff Survey Q3a - The percentage of staff responding positively to the statement: I have the skills to do my job effectively
QCHR002	(Corporate) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence



Latest Data Comment

Quarter 4	Corporate sickness absence levels continue to be a priority for improvement at 8.59 days. The targets for the reduction in sickness absence are challenging, however, overall the levels are reducing.
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SSQ13a	The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently
SSQ1A	The percentage of staff responding positively to the statement: I know

		what is expected of me
Measures		
ABMCORP		The average number of business miles recorded per FTE across all corporate services
CES301		The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels
FAA101m		Corporate office space occupied by Denbighshire County Council (m2) per FTE
FAA110i		Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space
FAA111i		Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools
FAA112i		Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools
ICT106i		The percentage of staff (desk based) who have been equipped with a laptop for agile working
SHR104i		The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)

Activities				
FAA302a	Introduce an apprenticeship scheme for the repairs & maintenance section	01/04/15	31/03/16	
PMPDCC	Implement the project: Change Management the Denbighshire Way	01/04/14	31/03/16	
PR000073	Office Accommodation Review			
PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/17	
PR000251	Centralised Mailroom Project	01/04/15	30/04/17	
PR000304	Outlook Rollout	28/05/14	31/03/16	
PR000309	Windows 2003 Migration		31/12/15	
PR000318	Digital Choice - Getting the council ready	01/10/14		
PR000344	Flexible Working	01/08/14	31/12/15	
PR003096	Central Invoice Registration Phase 2	01/10/14	31/03/18	

Report To: Cabinet

Date of Meeting: 28th June 2016

Lead Member: Councillor Julian Thompson-Hill / Richard Weigh, Head of Finance

Report Author: Steve Gadd, Chief Accountant

Title: Final Revenue Outturn 2015/16

1. What is the report about?

Cabinet has received regular monitoring reports throughout the financial year on the performance of expenditure against budget and savings agreed as part of the Medium Term Financial Plan. This report details the final position at financial year end.

The first draft of the Annual Statement of Accounts for 2015/16 will be submitted to the external auditors on 30th June. The audited accounts will then be presented to the Corporate Governance Committee in September for formal approval.

2. What is the reason for making this report?

To report the final revenue position and approve the proposed treatment of balances.

3. What are the Recommendations?

To note the final revenue outturn position for 2015/16 and approve the proposed treatment of reserves and balances as detailed in the report and Appendices 1, 2 and 3.

4. Report details

The overall financial outturn position for 2015/16 is an under spend against the approved budget, which together with a better than forecast net yield from Council Tax strengthens the financial position of the Council. As a consequence it is possible to make recommendations for services to carry forward balances and to make transfers to specific reserves that will continue to assist the Council in addressing the financial pressures of the next few years.

The final Revenue Outturn figures are detailed in Appendix 1, along with the proposed treatment of service year end balances. The final position on service and corporate budgets (including schools) is an overspend of £0.387m (0.2% of the net revenue budget).

Services continue to be proactive in planning for savings for future years, and the financial impact of some of those proposals began to take effect in 2015/16. Services reported commitments against balances in March which are broadly consistent with the final net position.

Appendix 4 details the transfers to and from Earmarked Reserves in full. The majority of the movements have been budgeted for or have been approved in previous monitoring reports to cabinet, however the following year-end transactions should be noted and are recommended for approval:

- It had been projected that investment to modernise the waste collection fleet was to be funded from revenue. After a review of the Sustainable Waste Management Reserve it was considered prudent to fund this expenditure from this reserve. This has allowed for additional investment of £562k in the Severe Weather Reserve which will help provide the Council with the necessary resilience to cope with both the immediate effects of most occurrences of severe weather as well as potential spend to rectify the damage to council assets. It is planned that £250k of this reserve will be spent early in 2016/17 to rectify the long-standing damage to the highway due to a landslip at Wigfair.
- A new reserve has been set up to account for the annual surpluses or deficits for Cefndy Healthcare as a result of the 2015/16 budget decision to give the service a zero budget. The reserve currently stands at £140k which will help the service cope with inflationary pressures in 2016/17.
- The former environmental services trading balance needed to be brought into revenue as the services are not now treated as trading accounts. The balance of £368k, which had been built up over a number of years, was split equally between contributing to the severe weather reserve and creating a new Facilities Reserve to help the Catering and Cleaning service invest in continuing to deliver a modern service.
- Due to greater than anticipated income levels and a delay to some procurement an additional £132k has been transferred to the Leisure Strategy Reserve in order to help fund pressures relating to shared sites with schools during school modernisation works and investment in leisure assets.

Schools - Expenditure on schools was £1.976m above the delegated budget. School balances now stand at £1.562m which equates to an average of £103 per pupil (£232 last year) and 2.26% of the net schools budget (5.12% last year). School balances are detailed in **Appendix 3**. The figures illustrate that a number of schools are finding it difficult to cope with the financial challenges, despite the Council continuing to honour the 1% above 'block grant' financial protection. The Council is working closely with these schools to help deliver plans to set sustainable budgets over a three year period.

Corporate budgets have underspent by £0.540m which is largely as a result of an underspend on council-wide energy budgets amounting to £0.387m. Due to the continuing delays in invoicing of energy bills this underspend was not confirmed until April 2016. It is recommended that £0.472m of this underspend be placed in the Budget Mitigation Reserve (please see below for more detail).

The position on the yield from **Council Tax** is impacted upon by the number of dwellings in the County and the collection rate. The council has maintained a relatively high level of tax collection of 97.6% (97.6% last year). In addition the Council Tax arrears collected during the year of 44.6% exceeded the target set for 2015/16 (38.7%). Methods of calculating bad debt provisions also resulted in less costs being borne by the funding account. Together these factors resulted in there being no requirement to draw down additional funding from general balances.

As a consequence, the final net funding position is £362k (0.8%) higher than the original estimate and the Council therefore has a one off benefit. It is recommended that this is transferred to the Budget Mitigation Reserve to help fund the delivery of the Medium Term Financial Strategy as detailed in recent reports to Cabinet, Corporate Governance Committee and Council Briefing. As savings become increasingly difficult to identify and deliver this cash reserve will be used to help smooth the levels of savings required over the next few years. The target for this reserve had been set at £1.5m and the transfers in-year along with the transfers recommended within this report bring the figure to £1.511m. It is pleasing that this building block in the budget strategy for 2017/18 is now in place.

During 2015/16 the Council has continued its commitment to delivering an ambitious Corporate Plan which aims to deliver investment of £92m in schools, social care facilities and roads over the coming four years. In 2015/16, individual projects within the Corporate Plan continued to be developed, including investment in highways and schools. Expenditure on Corporate Plan projects was £24.275m in 2015/16 and is estimated to be £31m in 2016/17, which is to be funded from external grant funding (£10m), committed cash transferred into the capital plan (£9m) and prudential borrowing (£12m).

Given the overall position within services, it is proposed that services carry forward the net under spends listed as Committed Service Balances in Appendix 1 to help deliver the 2016/17 budget strategy and meet existing commitments. Appendix 2 summarises the service proposals including £776k of which were approved last month and the remaining £340k that require final approval.

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?

The council's net revenue budget for 2015/16 was £185m. The final position on service and corporate budgets was a net overspend of £0.387m (0.2% of the net budget). Taking account of funding, the variance on the total budget was £0.025m. Where services have highlighted legitimate expenditure

commitments against 2015/16 balances, it is proposed that those services carry the net balance forward to 2015/16. The position within each service and intended use of brought forward service balances will be reviewed during 2016/17.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?

A detailed impact assessment was produced as part of the budget setting process and was reported to Council in December 2014.

8. What consultations have been carried out with Scrutiny and others?

In addition to regular reports to the Corporate Governance Committee, the budget process was considered by CET, SLT, Cabinet Briefing and Council Briefing meetings. Specific proposals were reviewed by scrutiny committees and there was a public engagement exercise to consider the impact of budget proposals. The council consulted its partners through the joint Local Service Board and specific discussions took place with the Police. All members of staff were kept informed during the budget setting process and affected staff have been or will be fully consulted, in accordance with the council's HR policies and procedures. Trade Unions were consulted through the Local Joint Consultative Committee.

9. Chief Finance Officer Statement

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, particularly given the scale of budget reductions required over the coming years.

The Council has delivered revenue budgets savings of £6.6m during 2015/16 which was 91% of the budgeted level of savings with the majority of the remaining 9% of savings anticipated to be achieved during 2016/17. The council's approach to identifying savings as early as possible has facilitated this achievement but means that some savings are delivered early and this impacts upon the in-year position. While achieving this the council has also managed to contribute to the key reserves such as the Severe Weather Reserve and achieve the targeted contribution of £1.5m to the Budget Mitigation Reserve.

The Council's record of delivery in identifying and achieving savings while managing reserves effectively strengthens the confidence that the council will continue to deliver effective services while delivering investment in the Corporate Plan during the difficult funding climate anticipated over the coming few years.

10. 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 will help ensure that the financial strategy is achieved. The council's record of delivery in identifying and achieving savings while managing reserves effectively strengthens the confidence that the council will continue to deliver effective services while delivering investment in the Corporate Plan during the difficult funding climate anticipated over the coming few years.

11. 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.

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	Outturn Position			Schools Position £'000	Committed Service Balances £'000	Transfer to Budget Mitigation Reserve Balances £'000	Service Balances £'000
	Budget £'000	Outturn £'000	Variance £'000				
Services							
Business Improvement & Modernisation	4,054	3,710	-345		-345		
Legal, HR & Democratic Services	2,412	2,411	-1		-1		
Finance & Assets	5,517	5,364	-154		-154		
Highways & Environmental Services	18,269	18,193	-76		-76		
Planning & Public Protection	2,332	2,240	-92		-92		
Community Support Services	31,755	31,755	0				
Children's Services	8,289	8,289	0				
Economic & Business Development	791	634	-157		-157		
Communication, Marketing & Leisure	4,344	4,175	-169		-169		
Customers & Education Support	5,327	5,259	-68		-68		
School Improvement & Inclusion	3,920	3,886	-34		-34		
Service Budgets	87,012	85,916	-1,096		-1,096		0
Schools							
Schools Delegated	68,602	70,579	1,976	1,976			
Schools Non-delegated	-4,924	-4,878	46				46
Corporate Budgets							
Corporate	16,760	16,220	-540		-21	-472	-46
Capital Financing/Investment Interest	12,945	12,945	0				
Levies	4,361	4,361	0				
Contributions to Funds							
Contributions from Funds		0	0				
Total Services & Corporate Budgets	184,756	185,143	387	1,976	-1,117	-472	0
FUNDING							
Welsh Government Funding							
RSG B03	112,894	112,894	0				
NNDR B15	27,245	27,245	0				
	140,139	140,139	0				
Council Tax & Balances	44,617	44,979	-362			-362	
Total Funding	184,756	185,118	-362			-362	
In-year Position	0	25	25	1,976	-1,117	-834	0

RESULTING POSITION AT 31/03/2016

School Balances Brought Forward	3,538
In Year requirement	-1,976
School Balances Carried Forward	<u><u>1,562</u></u>

Earmarked Balances**Services**

Business Improvement & Modernisation	345
Legal, HR & Democratic Services	1
Finance & Assets	154
Highways & Environmental Services	76
Planning & Public Protection	92
Economic & Business Development	157
Communication, Marketing & Leisure	169
Customers & Education Support	68
School Improvement & Inclusion	34
Corporate Services	21
Total	<u><u>1,117</u></u>

Budget Mitigation Reserve

Balance Brought Forward	0
In-year Contribution	677
Year End Contribution	834
Balance Carried Forward	<u><u>1,511</u></u>

Corporate Plan Reserve

Balance Brought Forward	17,413
In-year Contribution	2,572
In-year Expenditure	-10,945
Committed Expenditure	-6,990
Balance Carried Forward	<u><u>2,050</u></u>

Appendix 2 - Summary of Service Commitments & Proposals

Service: Description of Request for Carry Forward	Approved in March £000	Additional Items / Changes £000	Service Total £000
Finance and Assets : Essential Health and Safety maintenance relating to the Agricultural Estates (£30k) Maintenance backlog relating to Industrial Estates Projected restructure costs within the service Procurement	30 40 17	56 11	154
Business Improvement and Modernisation Fund the costs of the planned service restructure within ICT which will help achieve agreed budget savings Extension of temporary archivist role within Information Management Extension of Strategic Planning and Corporate Information Support Transition funding to support loss of Audit income from external source Investment in staff training Completion of the wireless infrastructure to support flexible working, the first phase has already taken place in 2014/2015.	216 33 32 14 5	45	345
Communication, Marketing and Leisure Procurement of outreach equipment which had been delayed Enhancements to on-line booking system within leisure centres to help cater for the significant increase in volume of visits Maintenance issues relating to wet changing areas at Denbigh and Ruthin Leisure Centres Maintenance and re-investment issues relating to Corwen and Llangollen Leisure Centres Carry forward contribution from HRA for Housing Tennants Leisure Passes	43 20 60 23	23	169
Economic and Business Development Use of underspend requested to fund the delayed project expenditure within a number of agreed areas in order to ensure that there is no reduction in the number or scale of actions proposed in agreed spending plans.	148	9	157
School Improvement and Inclusion Help fund the implementation costs around the Additional Learning Needs and Education Tribunal Bill. Fund a specific school improvement initiative project	13	21	34
Planning and Public Protection Additional expenditure related to agreed rollout of new software system across the service. The service also wishes to utilise the funds to help fund 3 fixed term posts to help deliver project work and cover maternity absences.	5 77	10	92
Cutomers & Education Support Help fund the costs involved in the review of the School Transport policy and to partly offset the pressure due to the delay in one school closure.		68	68
Corporate Services Funding for the investment in the Webcasting service provision		21	21
Highways and Environment Foryd Harbour Dredging Works Demolition & removal of Botanical Gardens Depot greenhouses Bus Shelters on Promenade Streetscene - Riverside Park		21 20 29 6	76

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Primary School Balances As at 31.03.2015

0.5 = Nursery

Cost Centre	School	Balance as at 31.03.2015	Balance as at 31.03.2016	Movement in Year	Total Pupil Nos Sept 2015	Balance per Pupil	School Budget 2015/2016	Balance as %age of Budget
114	Ysgol Betws Gwerfil Goch	11,856	12,446	591	33	383	218,271	5.70%
116	Ysgol Y Faenol	52,339	37,707	(14,632)	144	263	532,591	7.08%
117	Ysgol Bodfari	10,582	6,115	(4,467)	37	165	205,144	2.98%
136	Ysgol Carrog	29,549	28,187	(1,362)	34	829	211,744	13.31%
140	Ysgol Cefn Meiriadog	11,192	5,099	(6,093)	64	80	312,323	1.63%
147	Ysgol Carreg Emlyn	3,035	15,142	12,107	78	195	399,873	3.79%
162	Ysgol Caer Drewyn	71,750	75,414	3,664	84	903	427,285	17.65%
165	Ysgol Bro Dyfodwy	2,121	(12,705)	(14,826)	105	(122)	462,072	-2.75%
168	Ysgol Y Parc Infants	(18,055)	(77,438)	(59,383)	179	(434)	667,962	-11.59%
169	Ysgol Frongoch Juniors	10,739	(2,431)	(13,170)	214	(11)	577,488	-0.42%
172	Ysgol Twm o'r Nant	6,208	21,936	15,728	274	80	979,356	2.24%
173	Ysgol Pendref	(59,406)	(69,398)	(9,992)	160	(435)	739,666	-9.38%
176	Ysgol Hiraddug	95,930	49,425	(46,505)	202	245	774,836	6.38%
196	Ysgol Gellifor	38,068	51,312	13,244	81	637	366,857	13.99%
210	Ysgol Bro Elwern	15,468	(327)	(15,795)	40	(8)	206,151	-0.16%
219	Ysgol Henllan	23,228	34,059	10,832	58	592	357,533	9.53%
247	Ysgol Bro Ffau	(6,723)	(13,400)	(6,677)	85	(159)	416,675	-3.22%
249	Llanbedr Controlled	1,428	4,475	3,047	34	132	207,345	2.16%
251	Ysgol Dyffryn Ial	32,167	27,548	(4,619)	46	605	232,547	11.85%
255	Ysgol Bryn Clwyd	18,290	10,790	(7,500)	27	407	209,359	5.15%
258	Ysgol Llanfair D.C.	38,963	27,568	(11,395)	97	286	386,652	7.13%
266	Ysgol Bryn Collen	(16,534)	(42,018)	(25,483)	161	(261)	561,395	-7.48%
268	Ysgol Bro Cwmrech	15,646	24,045	8,399	82	293	351,070	6.85%
284	Ysgol Melyd	22,911	12,644	(10,267)	141	90	720,345	1.76%
325	Ysgol Pentrecelyn	(4,911)	(21,904)	(16,993)	45	(487)	217,249	-10.08%
332	Ysgol Bodnant Community School	20,850	(115,358)	(136,208)	434	(266)	1,497,702	-7.70%
333	Clawdd Offa	11,533	(32,323)	(43,856)	389	(83)	1,046,727	-3.09%
336	Ysgol Penmorfa	51,739	(39,600)	(91,339)	423	(94)	1,417,841	-2.79%
337	Ysgol Y Llys	110,287	49,293	(60,994)	339	146	1,067,428	4.62%
338	Ysgol Pantpastynog	21,499	12,716	(8,783)	64	199	342,033	3.72%
351	Ysgol Rhewl	13,786	8,957	(4,829)	47	193	310,793	2.88%
361	Ysgol Y Castell	57,680	12,833	(44,847)	194	66	731,749	1.75%
364	Ysgol Bryn Hedydd	81,181	48,113	(33,068)	445	108	1,409,100	3.41%
365	Christ Church C.P.	50,531	(47,472)	(98,003)	407	(117)	1,538,737	-3.09%
366	Ysgol Dewi Sant	69,021	42,088	(26,933)	500	84	1,661,889	2.53%
367	Ysgol Emmanuel	81,007	54,897	(26,110)	430	128	1,573,278	3.49%
368	Ysgol Llywelyn	(42,872)	(114,993)	(72,121)	585	(197)	1,826,004	-6.30%
369	Ysgol Mair R.C.	11,985	5,397	(6,588)	331	16	1,023,335	0.53%
373	Ysgol Borthyn Controlled	(7,906)	(52,592)	(44,686)	125	(422)	585,948	-8.98%
374	Rhos St. C.P.	59,050	25,826	(33,223)	160	161	592,745	4.36%
375	Ysgol Penbarras	65,536	68,114	2,578	230	297	834,592	8.16%
390	St. Asaph Infants V.P.	1,648	4,735	3,087	90	53	431,770	1.10%
392	Ysgol Esgob Morgan	42,633	46,839	4,206	113	415	384,904	12.17%
405	Ysgol Treinant Controlled	42,973	23,412	(19,561)	84	280	339,109	6.90%
408	Ysgol Tremerchion	25,470	4,922	(20,547)	62	80	297,833	1.65%
467	Ysgol Gymraeg Y Gwernant	1,027	(3,093)	(4,119)	138	(22)	592,791	-0.52%
TOTAL		1,174,499	207,006	(967,494)	8,082		30,248,098	0.68%

Average

26

Secondary School Balances

Cost Centre	School	Balance as at 31.03.2015	Balance as at 31.03.2016	Movement in Year	Total Pupil Nos Sept 2015	Balance per Pupil	School Budget 2015/2016	Balance as %age of Budget
513	Denbigh High School	181,161	47,541	(133,620)	560	85	3,246,320	1.46%
527	Ysgol Dinas Bran	172,281	(66,971)	(239,251)	1,005	(67)	4,865,865	-1.38%
537	Prestatyn High School	404,898	349,716	(55,182)	1,685	208	7,447,297	4.70%
541	Rhyl High School	142,507	102,507	(40,000)	781	131	3,988,197	2.57%
543	Blessed Edward Jones High School	94,949	151,068	56,119	332	455	2,356,678	6.41%
549	Ysgol Brynhyfryd	54,389	(303,841)	(358,230)	1,001	(304)	5,456,803	-5.57%
553	Ysgol Glan Clwyd	308,103	312,331	4,228	995	314	4,524,077	6.90%
TOTAL		1,358,287	592,351	(765,936)	6,359		31,885,237	1.86%
Average						93		

Special School Balances

Cost Centre	School	Balance as at 31.03.2015	Balance as at 31.03.2016	Movement in Year	Total Pupil Nos Sept 2015	Balance per Pupil	School Budget 2015/2016	Balance as %age of Budget
619	Ysgol Plas Brondyffryn	483,468	637,326	153,858	118	5,401	2,741,350	23.25%
655	Ysgol Tir Morfa	493,244	200,573	(292,671)	123	1,637	2,202,727	9.11%
TOTAL		976,712	837,899	(138,813)	241		4,944,077	16.95%
Average						3,484		

Middle School Balances

Cost Centre	School	Balance as at 31.03.2015	Balance as at 31.03.2016	Movement in Year	Total Pupil Nos Sept 2015	Balance per Pupil	School Budget 2015/2016	Balance as %age of Budget
790	St. Brigid's	28,451	(75,667)	(104,118)	425	(178)	2,090,188	-3.62%
TOTAL		28,451	(75,667)	(104,118)	425		2,090,188	-3.62%
Average						(178)		
TOTAL ALL SCHOOLS		3,537,949	1,561,589	(1,976,360)	15,106		69,167,600	2.26%
Average balance per pupil - all schools						103		

Appendix 4

Transfers to/from Earmarked Reserves

	Balance at 31/03/2015 £000	Transfers Out 2015/16 £000	Transfers In 2015/16 £000	Balance at 31/03/2016 £000
Schools				
School Balances	(3,538)	2,283	(307)	(1,562)
Early Retirement Fund - Schools	(46)	0	0	(46)
Out of County/Recoupment	(359)	0	0	(359)
School Year Projects	(16)	16	0	0
Schools IT Network Development	(120)	0	0	(120)
ALN Reforms	0	0	(111)	(111)
	(4,079)	2,299	(418)	(2,198)
Grant & Capital Related				
Capital Schemes	(1,216)	12,986	(20,808)	(9,038)
PFI Grant	(7,065)	8,499	(1,434)	0
Planning Delivery for Wales	(247)	83	(16)	(180)
Sustainable Waste Management	(4,068)	968	(247)	(3,347)
Revenue Grants Unapplied	(653)	237	(177)	(593)
Supporting People Reserve	(2,992)	386	0	(2,606)
External Funding Administration	(131)	84	(71)	(118)
	(16,372)	23,243	(22,753)	(15,882)
Legal Obligations/Commitments				
Town & County Planning Act (s.106) Requirements	(1,411)	198	(15)	(1,228)
Single Status	(370)	76	0	(294)
S.117 Mental Health Act	(52)	0	0	(52)
CESI Pooled Budget	(15)	0	(29)	(44)
Coroner	(100)	0	(70)	(170)
	(1,948)	274	(114)	(1,788)
Social Care				
Specialist PSS Placements	(890)	299	0	(591)
Care Home Fees	(358)	0	0	(358)
Social Care Amenity Fund	(14)	0	0	(14)
Local Safeguarding Children's Board	(104)	7	0	(97)
Modernising Social Care	(300)	88	0	(212)
Children with Disabilities	(158)	158	(104)	(104)
Health & Social Care Support Workers	(44)	0	(1)	(45)
	(1,868)	552	(105)	(1,421)
Service & Corporate				
Environmental Services	(146)	0	(40)	(186)
Modernising Education	(93)	0	0	(93)
Leisure Strategy	(250)	0	(132)	(382)
Insurance Fund	(733)	0	(10)	(743)
Major Events Reserve	(48)	0	(21)	(69)
Elections	(93)	5	(25)	(113)
Risk Management Fund	(221)	0	(51)	(272)
IT Networks Development	(162)	0	0	(162)
IT Systems Development (EDRMS)	(40)	0	(40)	(80)
Delivering Change	(568)	371	(305)	(502)
Regeneration Project (VAT Refund)	(120)	0	0	(120)
Severe Weather (incorporating Winter Maintenance)	(176)	223	(969)	(922)
Major Highways Projects	(79)	0	(80)	(159)
Contract Services Equipment	(108)	108	0	0
LDP Future Costs	(67)	0	(20)	(87)
Design & Development	(120)	0	0	(120)
Area Member Reserve	(41)	0	0	(41)

Appendix 4

	Balance at 31/03/2015 £000	Transfers Out 2015/16 £000	Transfers In 2015/16 £000	Balance at 31/03/2016 £000
Superannuation Recovery	(925)	19	(156)	(1,062)
N. Wales Regional Transformation Fund	(7)	7	0	0
Training Collaboration	(30)	0	0	(30)
Finance & Legal Reserves	(128)	36	(8)	(100)
Signing Schemes	(89)	27	0	(62)
Corporate Plan	(17,414)	17,935	(2,571)	(2,050)
Resident Survey	(17)	2	0	(15)
Town Plans/Economic Development	(708)	219	(134)	(623)
Channel Shift	(252)	127	0	(125)
Digitisation Project	(46)	23	0	(23)
Revenues & Benefits	(402)	0	0	(402)
Fire Service Pension	(142)	142	0	0
Health & Safety	(177)	177	0	0
Budget Mitigation Reserve	0	0	(1,511)	(1,511)
Cefndy Enterprises	0	51	(191)	(140)
Facilities	0	0	(184)	(184)
Picturesque Project	0	0	(152)	(152)
	(23,402)	19,472	(6,600)	(10,530)
Total	(47,669)	45,840	(29,990)	(31,819)

Report To: Cabinet

Date of Meeting: 28th June 2016

Lead Member / Officer: Councillor Julian Thompson-Hill /Richard Weigh, Head of Finance

Report Author: Steve Gadd, Chief Accountant

Title: Finance Report

1. What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2016/17. The report also provides a summary update of the Capital Plan as well as the Housing Revenue Account and Housing Capital Plan.

2. What is the reason for making this report?

The purpose of the report is to provide an update on the council's current financial position and confirm the agreed service budgets for 2016/17.

3. What are the Recommendations?

Members note the budgets set for 2016/17 and progress against the agreed budget strategy.

4. Report details

The report provides a summary of the council's revenue budget for 2016/17 detailed in **Appendix 1**. The council's net revenue budget is £185.062m (£184.756m in 15/16). At this stage of the year there are no variances to report. Narrative around the current risks and assumptions underlying this assessment are outlined in Section 6.

Savings of £5.2m were agreed as part of the budget and a summary of the savings is shown as **Appendix 2**. As promised last month Appendix 2 includes an initial assessment of the progress of the 2016/17 savings. This assessment shows that at this early stage 42% of savings have already been achieved, with a further 25% of savings making good progress (making a total of 67% likely to be achieved). More detailed work is ongoing around a number of savings that are currently being reviewed, the results of which will be reported on in future monitoring reports.

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?

Although there are no specific variances to report on services it is projected that services will need to identify management action in order to contain the following pressures within the overall budget:

- School Transport - the new policy applicable from September 2015, which was intended to resolve the ongoing budget pressure in this area, has been the subject of a number of appeals around the application of the policy. The resolution of the issues will involve an increase in ongoing School Transport costs as well as one-off specific legal costs.
- North and Mid Wales Trunk Road Agency contract - the service has reduced costs in order to limit the impact of the reductions in fee income that are currently known, however there remains a risk of further reductions in income and levels of work.
- Community Services – inflationary pressures such as the implementation of the statutory National Living Wage (NLW) is will result in an increase in care home fees. Although it is hoped the pressure in 16/17 can be contained within existing budgets and through the use of reserves, the annual increase in NLW will cause a significant pressure in future years.
- There also remains a number of demand-led and therefore volatile budgets such as Children’s placements and Winter Maintenance. Reserves have been put in place to help manage annual variances, however they remain areas of risk in 16/17 and beyond and will be monitored closely.

However services also have a healthy level of specific reserves and have been allowed to carry forward significant service underspends which are detailed in full in the Final Outturn Report for 2015/16. Also as part of the 16/17 budget process a one-year budget delivery contingency of £486k was set aside to mitigate the risks to the delivery of the budget including any delays in achievement of efficiency savings.

Corporate – The Medium Term Financial Plan (MTFP) includes a savings target of £1m for 2017/18. It is likely that some of these savings will be identified and achieved during 2016/17. Progress will be reported to Members during the coming months.

Schools – Although schools received protection of 1.85% (£1.173m) they have also had to find efficiency savings to fund inflationary pressures of approximately £2.5m. It is likely that the reduction in School’s balances seen during 2015/16 will therefore continue in 2016/17. Schools are currently working closely with Education Finance colleagues on detailed financial plans for the new academic year and over the following two years to deliver long term balanced budgets. Further details on the progress of this process will be reported monthly to Cabinet through the Finance Report.

The **Housing Revenue Account (HRA)**. The latest revenue position assumes an increase in balances at year end of £266k compared to a

budgeted increase of £257k. HRA balances are forecast to be £2.870m at the end of the year. The Capital budget of £11.8m is allocated between planned improvements to existing housings stock (£8m) and new build developments (£3.8m).

Treasury Management – At the end of May, the council’s borrowing totalled £190.165m at an average rate of 4.95%. Investment balances were £4.8m at an average rate of 0.34%.

A summary of the council’s **Capital Plan** is enclosed as **Appendix 3**. The approved general capital plan is £34.3m with expenditure to date of £2.154m. Also included within Appendix 3 is the proposed expenditure of £31m on the **Corporate Plan**. **Appendix 4** provides an update on the major projects included in the Capital Plan.

Corporate Plan cash reserves at the beginning of 2016/17, are £2.050m. This is after taking account committed funding already transferred to the capital plan to fund expenditure in 2016/17 of £7m. Allowing for projected funding and additional expenditure during the year, the Corporate Plan balance at the end of the year is estimated to be £4.7m.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?

An EqIA has been completed for all relevant proposals included in the 2016/17 Budget.

8. What consultations have been carried out with Scrutiny and others?

In addition to regular reports to the Corporate Governance Committee, the budget process has been considered by CET, SLT, Cabinet Briefing and Council Briefing meetings. Specific proposals were reviewed by scrutiny committees. There were regular budget workshops held with elected members to examine service budgets and consider the budget proposals. The council has consulted its partners through the joint Local Service. All members of staff were kept informed about the budget setting process and affected staff have been or will be fully consulted, in accordance with the council's HR policies and procedures. Trade Unions have been consulted through Local Joint Consultative Committee.

9. Chief Finance Officer Statement

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, particularly given the scale of budget reductions required over the coming two or three years.

Specific pressures are evident in social care budgets but will be contained in the current year and considered as part of the budget process for 2017/18.

Forecasts indicate school balances will continue to decline and the position will be kept under close review.

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

This remains a challenging financial period 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 will help ensure that the financial strategy is achieved.

11. 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 2016/17

May-16	Net Budget	Budget 2016/17			Projected Outturn							Variance
	2015/16 (Restated)	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	Previous Report
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Customers, Communications and Marketing	2,801	2,820	-370	2,450	2,978	-528	2,450	158	-158	0	0.00%	0
Education and Children's Service	14,302	28,238	-14,011	14,227	18,662	-4,435	14,227	-9,576	9,576	0	0.00%	0
Business Improvement and Modernisation	4,055	6,096	-1,575	4,521	5,250	-729	4,521	-846	846	0	0.00%	0
Legal, HR and Democratic Services	2,412	3,436	-1,061	2,375	3,194	-819	2,375	-242	242	0	0.00%	0
Facilities, Assets and Housing	8,535	18,132	-11,347	6,785	17,192	-10,407	6,785	-940	940	0	0.00%	0
Finance	2,530	4,308	-1,966	2,342	4,200	-1,858	2,342	-108	108	0	0.00%	0
Highways and Environmental Services	17,458	30,117	-12,999	17,118	30,220	-13,102	17,118	103	-103	0	0.00%	0
Planning and Public Protection	3,164	5,764	-2,843	2,921	5,929	-3,008	2,921	165	-165	0	0.00%	0
Community Support Services	31,755	46,235	-14,783	31,452	47,142	-15,690	31,452	907	-907	0	0.00%	0
Total Services	87,012	145,146	-60,955	84,191	134,767	-50,576	84,191	-10,379	10,379	0	0.00%	0
Corporate	16,760	48,095	-29,058	19,037	48,095	-29,058	19,037	0	0	0	0.00%	0
Precepts & Levies	4,361	4,364	0	4,364	4,364	0	4,364	0	0	0	0.00%	0
Capital Financing	12,945	13,031	0	13,031	13,031	0	13,031	0	0	0	0.00%	0
Total Corporate	34,066	65,490	-29,058	36,432	65,490	-29,058	36,432	0	0	0	0.00%	0
Council Services & Corporate Budget	121,078	210,636	-90,013	120,623	200,257	-79,634	120,623	-10,379	10,379	0	0.00%	0
Schools & Non-delegated School Budgets	63,678	71,029	-6,590	64,439	70,861	-6,422	64,439	-168	168	0	0.00%	0
Total Council Budget	184,756	281,665	-96,603	185,062	271,118	-86,056	185,062	-10,547	10,547	0	0.00%	0
Housing Revenue Account	-168	14,009	-14,266	-257	14,009	-14,275	-266	0	-9	-9		0

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Appendix 2 Agreed Savings 2016/17

Agreed Savings by Service Area	F&F Phase	STATUS	2016/17 £'000
Business Improvement and Modernisation			
ICT restructure	4	In Progress	224
Corporate Improvement Team (corporate review)	1	Review	100
Deletion of vacant programme manager post	4	Achieved	61
Phased Retirement - Internal Audit	4	Achieved	14
Community Support Services			
Provider Service - Outsourcing	2	Review	700
Workforce Development	1	In Progress	75
Admin Review	4	In Progress	34
Changes to Process for Review of Care Packages	4	In Progress	27
POVA - Vacant Post	4	In Progress	10
Corporate			
Capital Financing and PFI	5 - DEC	Achieved	500
PFI Additional Savings	5 - DEC	Achieved	275
Capital Financing	1	Achieved	100
Management restructures (SLT)	5 - DEC	Achieved	80
Removal of contingency budgets	1	Achieved	75
Customers, Communication and Marketing			
Library Service - modernisation programme	4	In Progress	142
Library Service - community hub model development	4	Review	80
Channel Shift - digital choice	5 - DEC	Review	70
Library Service (Arts)	2	In Progress	30
Education and Children's Service			
Foster Home Adaptation Project	1	In Progress	100
SLT Restructure	4	Achieved	80
Legal/Professional Fees - reduced demand	5 - DEC	In Progress	70
School Library Service	2	Achieved	33
Early Intervention/Family Support - reconfiguration	5 - DEC	In Progress	23
S17 Carers' Grant - reduce to match demand (14%)	5 - DEC	In Progress	10
Facilities, Assets and Housing			
Rhyl Pavilion Operating model	2	Deferred	350
Accommodation Strategy	4	Review	258
Rhyl Pavilion - restructure and introduction of transaction fees	1	In Progress	35
Restructure of Strategic Leisure	1	In Progress	31
Alternative Funding (Town Council) - Ruthin Craft Centre	5 - DEC	In Progress	30
Review the funding of Lifeguard Cover	2	Achieved	28
Llangollen Pavilion - explore most efficient operating model	1	In Progress	25
Leisure Centres - further increase income and efficiency	1	Achieved	22
Ruthin Craft Centre - reduce subsidy	2	In Progress	20
Youth Services - changes to open access programme	1	In Progress	12
Finance			
Revenues & Benefits - Civica Project	2	Achieved	140
Finance - modernisation and efficiency	1	Achieved	60
Highways and Environmental Services			
Waste Management Efficiencies - shift patterns and working practices	4	Achieved	170
Channel Shift - digital choice	5 - DEC	Review	140
Highways general maintenance review	2	Achieved	125
Grounds maintenance	2	Achieved	94
Better take-up of Green Waste scheme	5 - DEC	In Progress	75
Legal, HR and Democratic Services			
HR Direct - facilitate more self-service for managers.	2	In Progress	35
HR Management - review school SLA, consider move to cluster model	2	In Progress	30
Occupational Health Review	4	In Progress	20
Member Support Officer	4	In Progress	20
Planning and Public Protection			
Public Protection - stop or reduce funding of CCTV Service	2	Achieved	200
EBD Restructure	4	Achieved	150
Built Service - review of conservation service	1	In Progress	50
Scientific Services - revert to statutory water testing only	1	In Progress	50
Planning Policy - prioritise activity and cease doing lowest priority work	1	In Progress	40
Building Control - revise fee structure (includes a further £35k in 17/18)	1	In Progress	35
Development Management - increase income revenue for pre application advice	1	In Progress	30
Pollution Control - review to consider minimum level of provision	1	In Progress	20
Development Management - reduce training provision to members, T&CCs, etc	1	In Progress	10
Total Agreed Savings 2016/17			5,218

Summary:	£'000	%
Savings Achieved	2,207	42
Savings In Progress	1,313	25
Savings Being Reviewed	1,348	26
Savings Not Achieved or Deferred and not proposed	350	7
Total	5,218	

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Denbighshire County Council - Capital Plan 2015/16 - 2018/19
Position to end May 2016

APPENDIX 3

General Capital Plan

Capital Expenditure

Total Estimated Payments - General
 Total Estimated Payments - Corporate Plan
 Contingency
 Total

	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s
Total Estimated Payments - General	20,470	17,445	171	171
Total Estimated Payments - Corporate Plan	24,084	16,184	5,327	250
Contingency	0	683	500	500
Total	44,554	34,312	5,998	921

Capital Financing

- 1 External Funding
- 2 Receipts and Reserves
- 3 Prudential Borrowing
- 5 Unallocated Funding

Total Capital Financing

External Funding	17,944	12,354	7,303	5,055
Receipts and Reserves	15,162	9,618	977	
Prudential Borrowing	11,448	12,340	2,086	234
Unallocated Funding	(0)	0	(4,368)	(4,368)
Total Capital Financing	44,554	34,312	5,998	921

Corporate Plan

Revised February 2016

Approved Capital Expenditure

included in above plan

Cefndy Healthcare Investment
 Extra Care
 Highways Maintenance and bridges
 Feasibility Study - New Ruthin School
 Feasibility Study - Carreg Emlyn
 Llanfair/Pentrecelyn Area School
 Rhyl High School
 Ysgol Bro Dyfrdwy - Dee Valley West Review
 Bodnant Community School
 Ysgol Glan Clwyd
 Faith Based Secondary

	£000s	£000s	£000s	£000s
Cefndy Healthcare Investment	37	103		
Extra Care	793	6		
Highways Maintenance and bridges	2,689	2,742		
Feasibility Study - New Ruthin School	133	485		
Feasibility Study - Carreg Emlyn	105	273		
Llanfair/Pentrecelyn Area School	47	436		
Rhyl High School	16,085	2,889	332	
Ysgol Bro Dyfrdwy - Dee Valley West Review	15	33		
Bodnant Community School	2,071	935	61	
Ysgol Glan Clwyd	2,090	8,269	4,934	250
Faith Based Secondary	19	13		
Estimated Capital Expenditure	0	14,748	24,745	23,165
Total Estimated Payments	24,084	30,932	30,072	23,415

Estimated Capital Expenditure

Approved Capital Funding
 included in above plan

External Funding
 Receipts and Reserves
 Prudential Borrowing

External Funding	7,072	33	2,435	187
Receipts and Reserves	10,357	6,107	977	
Prudential Borrowing	6,655	10,044	1,915	63

Estimated Capital Funding

External Funding
 Receipts and Reserves
 Prudential Borrowing

External Funding	0	7,290	9,682	17,166
Receipts and Reserves	0	1,361	2,966	600
Prudential Borrowing	0	6,097	12,097	5,399
Total Estimated Funding	24,084	30,932	30,072	23,415

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Appendix 4 - Major Capital Projects Update - May 2016

Rhyl Harbour Development	
Total Budget	£10.710m
Expenditure to date	£10.715m
Estimated remaining spend in 2016/17	£ 0.104m
Future Years estimated spend	£ 0.000m
Funding	WG £2.713m; WEFO £5.950m; Sustrans £0.700m: RWE £155k; WREN/NRW £83k and DCC £1.109m
Narrative:	
<p>The works to protect the base of the new quay wall is complete. As the project is being brought to a close, the remaining defects are being dealt with and the maintenance schedule for the bridge is being reviewed; this is to ensure that the current maintenance schedule is appropriate for the longer term.</p>	
Forecast In Year Expenditure 16/17	£0.104m

21st Century Schools Programme – Bodnant Community School Extension and Refurbishment	
Total Budget	£3.581m
Expenditure to date	£2.805m
Estimated remaining spend in 16/17	£0.715m
Future Years estimated spend	£0.061m
Funding	WG £1.687m, DCC £1.894m
Narrative:	
<p>This scheme is one of five projects within the Band A proposals for 21st Century Schools Programme. The project will build 7 classrooms, a new school hall and supporting facilities on the current Juniors site. This will allow the Infants pupils to move to the Juniors site and the school to operate on a single site. The Infants site will then become surplus to requirements.</p> <p>The project will be handed over to the client on time in mid-June. Minor work will then follow in the summer holidays to finish the link between the new extension and existing building and transition the site to function as one school with a new staff/visitor access from Ffordd Parc Bodnant.</p> <p>From September 2016, the infants site will become surplus to the requirements of Bodnant Community School.</p>	
Forecast In Year Expenditure 16/17	£0.935m

21st Century Schools Programme - Rhyl New School	
Total Budget	£24.586m
Expenditure to date	£21.702m
Estimated remaining spend in 16/17	£ 2.550m
Future Years estimated spend	£ 0.334m
Funding	DCC £12.293m; WG £12.293m
<p>Narrative:</p> <p>The project will provide a new school building for Rhyl High School to serve up to 1,200 pupils in mainstream education whilst also housing approximately 45 pupils from Ysgol Tir Morfa, the community special school in Rhyl.</p> <p>There are still snagging works to be done to the school building and the associated hard external spaces that were handed over on 14th March 2016. Whilst some works are being undertaken now, it is intended that the majority will be completed over the summer holidays. The elevated link and the new pupil entrance to the Leisure Centre is now in use. The trim trail equipment has been installed and the grassed areas on this side of the site have been seeded.</p> <p>The PE block is nearly complete, however it will not be handed over until early July as the furniture has been delayed.</p> <p>Asbestos was found in the old school building and has subsequently been removed. This has delayed the project completion date by four weeks.</p> <p>The demolition of the old school is making good progress but some additional structural steel is required to strengthen the drama room. This will impact on Flying Start and Leisure Services and appropriate arrangements are being made with them to accommodate the works.</p> <p>A temporary access has been made into the site to enable the main entrance road to be tarmacked; this will be followed by works to form the new car park on this side of the site. The anticipated completion date of the project is September 2016, due to the asbestos removal.</p> <p>There is ongoing consultation with key stakeholders.</p>	
Forecast In Year Expenditure 16/17	£2.889m

21st Century Schools Programme – Ysgol Glan Clwyd

Total Budget	£15.951m
Expenditure to date	£ 3.121m
Estimated remaining spend in 16/17	£ 7.646m
Future Years estimated spend	£ 5.184m
Funding	DCC £8.461m; WG £7.490m
<p>Narrative:</p> <p>This scheme is one of five projects within the Band A proposals for 21st Century Schools Programme. The project will deliver an extended and refurbished Ysgol Glan Clwyd to accommodate a long term capacity of up to 1,250 pupils via a new three storey extension, partial demolition of existing buildings and refurbishment of the retained buildings.</p> <p>The project will also see extensive landscaping, with creation of new outdoor hard & soft landscaped areas including a new sports field, extended and rationalised car park and coach parking.</p> <p>In association with Phase 1 - construction of a new three storey extension, the installation of the metal deck flooring is now complete as is the concrete flooring. Steel has now been fire protected and works to the roof and elevations has commenced.</p> <p>The new build three storey extension is due for completion in December 2016 with Phase 2 – the demolition and refurbishment of the retained buildings, being delivered in a number of stages from January 2017. Final completion anticipated by the end of September 2017.</p> <p>There is ongoing consultation with all key stakeholders including all users of the site. In addition, regular updates via newsletters are distributed locally.</p> <p>The project team are working with the school and wider community to engage with them to develop and deliver a number of community benefits. Most recently this includes a Beam Signing Ceremony and further talks to school assemblies. The contractor is currently engaged with the school in a Business & Enterprise Initiative Exercise.</p>	
Forecast In Year Expenditure 16/17	£8.269m

21st Century Schools Programme – Ruthin Primary Schools

Total Budget	£1.585m (Feasibility/Design)
Expenditure to date	£0.583m
Estimated remaining spend in 16/17	£1.002m
Future Years estimated spend	£0.000m (Feasibility/Design)
Funding	DCC £1.585m

Narrative:

Denbighshire received permission to extend the scope of the 21st Century Schools Programme to include the three Ruthin primary school projects in September 2015. In January 2016, the Strategic Outline Case for the three projects was approved by the Welsh Government. On-going work has enabled firm project costs, including contingency funding, to be established for the new Rhos Street / Penbarras schools and Carreg Emlyn. Subject to the necessary approvals, this will enable both schemes to proceed and to be operational from September 2017.

A review is also taking place of the new school building for the new area school for Llanfair / Pentrecelyn. When the costs associated with a preferred site are confirmed, the proposal will be reviewed by the Strategic Investment Group.

Rhos Street School and Ysgol Penbarras

This project will deliver a new shared school building site for Rhos Street School and Ysgol Penbarras at Glasdir, Ruthin. Progress is being made in relation to the detailed design. A community open evening to view the scheme took place in late April with over 200 members of the community in attendance. The Combined Outline and Full Business Case was approved by Full Council on 10th May 2016, and subsequently approved in principle by the Welsh Government.

Ysgol Carreg Emlyn

This project will deliver a new school building comprising 4 classrooms, a new school hall and supporting facilities. This will allow pupils to move from the two existing sites onto a single site. Both existing sites will then become surplus to requirements.

The Business Justification Case was approved by Full Council on 10th May 2016, and subsequently approved in principle by the Welsh Government. Planning approval remains outstanding for this project with further work being undertaken on the site drainage solution.

The target completion date for the new building is September 2017.

Llanfair and Pentrecelyn

A first and final offer has now been made to the land agent in regard to our preferred site. We are awaiting a response. Both schools have fed back on the initial design and have also been on two site visits to other Denbighshire schools who have recently had extensions. A revised design will be presented to the schools.

Forecast In Year Expenditure 16/17	£1.195m
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West Rhyl Coastal Development Phase 3	
Total Budget	£5.722m
Expenditure to date	£5.527m
Estimated remaining spend in 16/17	£0.195m
Future Years estimated spend	£0.000m
Funding	DCC £0.624m;WG/WEFO £4.648m; WG £0.198m; Town Plans/Town Council £0.217m; Other £0.035
Narrative:	
<p>This coastal defence scheme is the final phase of works designed to protect 2,700 properties from coastal flooding.</p> <p>The coastal defence works are now operationally complete and the final account has been agreed with the main contractor.</p> <p>Anti-skid surfacing is 95% complete and snagging is currently taking place.</p> <p>Seeding/landscaping snagging works are on-going.</p> <p>Benches are currently being installed along the upper promenade and viewing areas.</p> <p>3 coastal protection shelters are currently being produced and lighting design finalised. The shelters will be installed within the scheme on the upper promenade in early July.</p> <p>Sand is currently being transferred from Rhyl Harbour to restore the sand level above the Seaquarium Soakaway within the 'extraction area' used during the construction phase.</p> <p>The Welsh Government have agreed to the additional funding requested for the scheme.</p> <p>The project has been shortlisted for a British Construction Industry Award in the Civil Engineering Project of the Year (Up to £10m) category.</p>	
Forecast In Year Expenditure 16/17	£0.201m

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Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
26 July	1	Faith Based Secondary Position	To seek approval to commence the formal stage of public consultation on proposals to close Blessed Edward Jones Catholic High School and to open a new Joint Faith school	Yes	Councillor Eryl Williams / Karen Evans
	2	Tyn y Celyn, Llanbedr Dyffryn Clwyd, Rhuthun	To declare surplus to the requirements of the Agricultural Estate and thereafter to dispose	Yes	Councillor Julian Thompson-Hill / Mair Jones
	3	Lodge Farm, Denbigh	To declare surplus to the requirements of the Agricultural Estate and thereafter to dispose to the sitting Tenant	Yes	Councillor Julian Thompson-Hill / Mair Jones
	4	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
27 Sept	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
25 Oct	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Corporate Plan Performance Report 2016/17 Q1	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Alan Smith
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
15 Nov	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
13 Dec	1	Finance Report	To update Cabinet on the current financial position of	Tbc	Councillor Julian Thompson-Hill /

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			the Council		Richard Weigh
	2	Corporate Plan Performance Report 2016/17 Q2	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Alan Smith
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
July	12 July	September	13 September	October	11 October

Updated 16/06/16 - KEJ

Cabinet Forward Work Programme.doc

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