

RESOURCES SCRUTINY COMMITTEE

Minutes of a meeting of the Resources Scrutiny Committee held in Conference Room 1A, County Hall, Ruthin on Thursday, 28th May 2009 at 10.00a.m.

PRESENT

Councillors J.R. Bartley, J. Cahill, G.C. Evans, G.A. Green, H.L.I. Jones, G.M. Kensler, D.W. Lee and D. Owens.

Observers: Councillors E.R. Jones and P.W. Owen.

ALSO PRESENT

Lead Member for Finance, Corporate Director: Resources (until 11.00a.m.), Corporate Director: Environment; Head of Housing Services, Design and Development Manager (A. Dailey), Senior Project Officer (T. Booty), Head of Finance and Performance (Environment), Performance and Information Manager (Environment) (T. Fleming), Llangollen Partnership (M. Hughes), Scrutiny Support Officer (R. Evans) and Administration Officer (W.J. Roberts).

1 APPOINTMENT OF CHAIR

In response to nominations being sought for Chair of the Committee for the ensuing year, Councillor G.C. Evans was nominated by Councillor H.L.I. Jones, seconded by Councillor J.R. Bartley and Councillor G.A. Green was nominated by Councillor D. Owens and seconded by Councillor D.W. Lee.

By a majority vote Councillor G.C. Evans was elected Chair.

RESOLVED that Councillor G.C. Evans be appointed Chair of the Resources Scrutiny Committee for the ensuing year.

2 APPOINTMENT OF VICE-CHAIR

In response to nominations being sought for Vice-Chair of the Committee for the ensuing year Councillor H.L.I. Jones was nominated by Councillor G.M. Kensler and seconded by Councillor J.R. Bartley. As there were no other nominations for Vice-Chair, it was -

RESOLVED that Councillor H.L.I. Jones be appointed Vice-Chair of the Resources Scrutiny Committee for the ensuing year.

WELCOME

The Chair referred to the fact that there were two new members on the Committee – Councillor G.M. Kensler and Councillor J.R. Bartley. He advised Members that whilst Councillor G.M. Kensler was filling a vacancy on the Committee, Councillor J.R. Bartley had been appointed to stand in for Councillor W.L. Cowie who was

currently indisposed due to ill health. Members asked that their good wishes for a speedy recovery be sent to Councillor Cowie. Both Members were extended a warm welcome to the Committee.

3 URGENT MATTERS

There were no urgent matters for the Committee's consideration.

4 MINUTES

The minutes of the meeting held on 30th April 2009 (previously circulated) were submitted.

Update on Actions –

A confidential progress report on actions arising from the minutes of the meeting had been circulated to Members beforehand.

Update on Actions –

Former Civic Amenity Site, Llangollen – a confidential report regarding the site had been distributed to Committee members.

i-TRENT – Councillor G.A. Green would be giving Members a verbal report at the current meeting following his viewing of the system in operation and at its next meeting on 2nd July, the Committee would be given a demonstration of the i-TRENT System during the presentation of the report 'Employee Statistics 1.10.2008 – 31.3.2009'.

Electronic Voting System in Council Chamber – Members agreed that CET should be advised that the system had not worked properly from when it had first been installed. As a consequence it had been felt that there needed to be reassurance about the accuracy of the system and a two years' free maintenance in recognition of the previous difficulties.

Draft Resources and County Clerk's Directorate Business Plan 2009-12 – the Committee's requests had been taken on board. However, the target of two meetings per year set for the performance indicator of the number of town and community council liaison meetings organized had been set at the request of the town and community councils themselves. They had been of the view that two meetings per year would be sufficient.

Value for Money in Construction Procurement – the further report requested by members was on today's agenda.

'Partnerships Framework' around procurement of construction services for schools – the delegation that visited Monmouthshire County Council had not included elected members. However, the Leader had asked the Head of Planning and Performance (Lifelong Learning) to arrange a presentation for Members. That

presentation would, most probably, be given to the Modernising Education Board in the first instance.

Concerns in relation to consideration of local contractors when inviting tenders and the timely payment of invoices to enable small and medium size businesses to tender for local authority work – an information report had been circulated to Members on that subject.

Information on the tendering workshop held on 8th May 2009 – the Senior Procurement Officer had advised that three such workshops had been held recently with approximately 14/15 representatives of various organisations attending each. The feedback received had been positive with companies being grateful that officers had taken the time to speak with them about the tendering processes and about the reasons why some of the Local Government processes appeared to be so time consuming. The attendees had also expressed their gratitude in respect of advice given regarding some of the issues that they had over obtaining work from the Council. The workshops had also been seen by those attending as a good networking opportunity to speak with the Senior Procurement Officer to obtain contacts within the Council to promote their services.

Preliminary report on the Council's medium term financial planning strategy and early indication of financial position for 2010/11 and following years – a report had been scheduled into the Committee's work programme for the meeting on 30th July 2009.

CYMORTH Funding – as requested, this matter had been referred to the Joint Lifelong Learning/Social Services and Housing Scrutiny Forum for consideration and would form part of that Forum's agenda for its next meeting in July 2009.

Employee Statistics 1.10.2008 – 31.3.2009 – at a meeting of the Personnel Working Group (established by the Lead Member for Personnel and Business Management) it had been agreed that the presentation of that report to the Committee on 2nd July would be accompanied by a demonstration of the i-TRENT System.

Benchmarking Schools using Key Stage Teacher Assessment – the information requested had already been sent to Members in the form of a separate information report.

Undertaking of road works during night time hours – the matter had been referred to the Environment and Regeneration Scrutiny Committee as agreed and had been discussed by those Members at their meeting on 14th May 2009. The Committee had now tasked the Head of Highways and his team to draft a report on the benefits and problems of undertaking highway maintenance work at night. When available, that report could be shared with Resources Scrutiny Committee.

RESOLVED that the minutes of the meeting of the Resources Scrutiny Committee held on 30th April 2009 be received and approved as a correct record.

EXCLUSION OF PRESS AND PUBLIC

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

PART II

5 ROYAL INTERNATIONAL PAVILION LLANGOLLEN

The Corporate Director: Environment submitted a confidential report (previously circulated) that updated Members on the position regarding the roof of the Royal International Pavilion and on progress in relation to the revised management arrangements for the site. He advised Members that a more positive partnership and better working arrangements had now been formed between the County Council, the Llangollen International Music Eisteddfod (LIME) Board and the Llangollen Partnership.

The Corporate Director: Environment informed the Committee that whilst no funding applications had been submitted to date, pending preparation of a business plan, initial contact had been made with the Welsh Assembly Government (WAG) in respect of repair and maintenance of the canvas roof of the Pavilion, subsequent improvements to the building, and the site as a whole, in order to attract commercial activity in the future. The WAG had also been advised of the partnership between LIME, the County Council and the Llangollen Partnership that would form the basis of the proposed long term management arrangements for the Llangollen Pavilion site. The Corporate Director: Environment said that the WAG's initial response to the Council's communication had been positive.

In response to a question from the Committee's Vice-Chair, Members were advised that the County Council was contractually obliged to provide a pavilion in Llangollen for LIME to hold an eisteddfod each year.

Mr. Michael Hughes referred to the working arrangement between the Llangollen Partnership, LIME and the County Council that would facilitate the development of a comprehensive business plan for the Pavilion site.

During consideration of the report Members discussed the current use of the Pavilion site together with various ways that it could be developed in order to provide additional facilities that would attract its use by the community, business and the arts and create additional revenue. Members were advised that a detailed business plan would be completed and circulated to them in the next 4 – 6 weeks. They were also advised that extensive discussions had taken place locally between the County Council, members of the LIME Board and representatives of the Llangollen partnership. Proposals for funding had been tabled at the Capital Strategy Group and discussions had taken place with the WAG and other potential funders, highlighting the progress made to date and future proposals.

Mr. Michael Hughes advised Members that collaborative discussions were taking place with Wrexham County Borough Council in respect of the Pontcysyllte Aqueduct which was awaiting a decision on whether it would be designated a world heritage site. He also referred to the possibility of working with a number of institutions in the Wrexham area with a view to providing venues for arts performances for schools, reminding Members that the current arrangements included transporting pupils to Liverpool etc. in order to see such performances.

Members were made aware that the next report to full Council on the Capital Plan would seek approval for the provision of additional contingency funding in respect of this scheme. Council would be advised to take advantage of a short term change to accounting rules to help the construction industry. Cabinet and the Council's Capital Strategy Group had reviewed and recommended the proposal.

RESOLVED that –

- (a) *progress to date and the fact that funding applications would be made to the County Council and other funding organisations to provide a long term sustainable future for the site be noted; and*
- (b) *a robust business plan be submitted to the Committee for consideration at its meeting in September 2009.*

At this point in the proceedings Members adjourned for a comfort break.

The meeting continued in Open Session.

6 CORPORATE PROJECT MANAGEMENT METHODOLOGY

The Senior Project Officer submitted a report (previously circulated) that provided Members with an overview of the Project Management Methodology and information on its corporate implementation and associated training.

The Senior Project Officer reminded Members that the Corporate Project Management Methodology had been formally adopted by the Corporate Executive Team in September 2008 for use in respect of all projects that the Council was responsible for delivering. The importance of good project management had recently been highlighted in the Welsh Audit Office (WAO) reports on the closure of Hyfrydle and on Corporate Governance, and the Corporate Project Management Methodology addressed many of the project management shortcomings identified in those reports. The Senior Project Officer added that the WAO had signposted other North Wales Authorities to the Denbighshire Methodology as an example of good practice in project management.

However, the Council's senior management team had identified the Authority's shortcomings in relation to project management, the need to address those deficiencies and improve project management well in advance of the publication of regulators' reports.

During consideration of the report Members were unanimous in their desire to see the corporate project management methodology used throughout the County Council and sought the advice of the Senior Project Officer as to how the Committee could assist in ensuring that senior managers were signed up to that.

The Senior Project Officer responded to Members' various questions as follows –

- The corporate project management methodology had been used in respect of the Scala, Prestatyn; Ysgol Clawdd Offa, the Community Learning Centres and the dining hall at Ysgol Dinas Bran;
- Following introduction of the methodology both the Policy and Performance Team in Lifelong Learning and Strategic Policy Units were now using it successfully;
- For the methodology to be truly successful it needed senior management within Denbighshire to take ownership of it and advocate its use throughout the authority;
- Feedback from attendees following the training provided by the Corporate Project Management Team was very positive. Every effort was being made, and support given by the Team, to ensure that the methodology was being used following training;
- Regular reports on take up of the methodology were submitted to the Corporate Executive Team (CET);
- In order to embed the methodology as the standard for the delivery of all projects, the Resources Directorate Business Plan had identified Project Management as a key programme area and had set clear performance targets for its implementation;
- A Corporate Project Register to record all medium and large projects was being developed that would link into the corporate project management methodology. Steps were currently being taken to define the scope of the Corporate Project Register through which it would be possible to keep track of projects being undertaken by the County Council.
- Projects should be driven from a business need rather than from a desired outcome.

RESOLVED that the report be accepted and the comments made by Members noted.

7 VALUE FOR MONEY IN CONSTRUCTION PROCUREMENT – INTEGRATED WORKING ON THE COUNCIL HOUSE REFURBISHMENT PROGRAMME

The Head of Housing Services and the Design and Development Manager submitted a joint report (previously circulated) that provided Members with an in-depth

understanding of how Design and Development worked with client departments, particularly Housing Services, on the current council house refurbishment programme.

The Head of Housing Services introduced the report advising Members that construction procurement was a very specialized field and had considerable health and safety implications. Housing refurbishment work was different from most other construction work as consideration needed to be given to (i) the needs and presence of tenants who may often be elderly or vulnerable and (ii) the particular organizational problems of processing thousands of 'mini-contracts' in quick succession. For those reasons Design and Development (D&D) and Housing Services had had to adopt exceptionally integrated working methods to complete in excess of £35m worth of contracts successfully.

In late 2004 D&D was contacted by Housing Services regarding a series of contracts to be undertaken in order to meet the Council's commitment to bring the Council's Housing Stock up to the Welsh Housing Quality Standard by 2012. The programme of work represented a major undertaking for the Council's construction procurement services, needing substantial additional resources. Although the programme would last some seven years, it was still time-limited and therefore, a temporary state of affairs. For that reason the team in Design and Development had largely been recruited on temporary contracts but with a permanent staff presence in the person of the Senior Quantity Surveyor. The Project Team Leader appointed was an existing member of staff experienced in housing and jointly chosen by D&D and Housing Services.

During consideration of the report Members took the opportunity to pose a number of questions to both the Head of Housing Services and the Design and Development Manager who advised Members that –

- These were the largest construction projects that the local authority had ever undertaken and were quite unique in that, in most cases, the work was required to be undertaken whilst the tenant was still residing in the property
- A number of serious health and safety problems on site had been encountered with the contractor employed to undertake the major refurbishment contract 2006-2009 and it was hoped that the situation would improve following the tendering process for the contract for the period 2009 – 2012. The Council was currently developing a framework for the final phase of this project which would hopefully mitigate the risk of the same problems recurring
- All North Wales local authorities did their utmost to assist local companies to compete for the contracts, but European legislation prevented discrimination in favour of local companies
- The contracts undertaken to update the Council's housing stock had been managed using the Contract Management Policies – not the Corporate Project Management Methodology. However, the remainder of the

- refurbishment programme, including the contract currently out for tender, would be subject to the Corporate Project Management Methodology
- The Senior Project Officer confirmed that he had not, personally, been involved with any of the projects. He emphasised that he was only involved personally with a fraction of the Council's contracts
 - D&D operated as a business within the Council and charged Council departments for its services. However, it did not make a profit on its procurement services and its fees reflected the costs associated with different types and sizes of project and procurement methods. Members were acquainted with the basis on which D&D set its fee scales. Whilst the D&D Department was currently the second most efficient department in Wales, winning eleven national awards for Denbighshire and four local awards, the Department continued to test for competitiveness
 - The majority of the local authority's building sections sought construction procurement services from the D&D Department, particularly those departments who had their own asset management plans
 - The £19k that had been obtained under the 'Invest to Save' scheme for the appointment of consultants to undertake an evaluation exercise had not, to date, been used as 'Value Wales' had recently undertaken similar work within the Authority

The D&D Manager referred to the fact that an update report was currently being prepared on the work undertaken by the Construction Procurement Improvement Working Group and Members requested that they be provided with a copy of that report.

Members suggested that, at the end of any particular contract, the Local Member, together with the Clerk of Works, should check with the tenants on whose houses work had been undertaken, whether they were entirely happy with the work done.

In conclusion, Members agreed that they wished to be provided with an update report at their September 2009 meeting and that enquiries should be made as to the current availability of the £19k originally obtained through the 'Invest to Save' Scheme for the engagement of consultants and the proposed plans/timetable for its utilization.

RESOLVED that –

- (a) the report be accepted;*
- (b) a further update be sought for consideration by Members at their meeting on 24th September 2009; and*
- (c) that enquiries should be made as to the current availability of the £19k originally obtained through the 'Invest to Save' Scheme for the engagement of consultants including the latest proposals and timetable for its utilisation.*

EXCLUSION OF PRESS AND PUBLIC

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

PART II

8 ELECTRONIC DOCUMENT AND RECORDS MANAGEMENT SYSTEM PROJECT UPDATE

The Electronic Document and Records Management System (EDRMS) Project Sponsor submitted a confidential report (previously circulated) that updated Members on the progress to date with the EDRMS Project.

The Project Sponsor advised Members that the current report was being submitted to them ahead of a report to Cabinet for approval of the selected supplier, due for submission on 23rd June 2009. Tenders had been opened on 7th May and their evaluation, in line with the agreed Evaluation Strategy, would be concluded by mid June. A confidential spreadsheet relating to the estimated cost of installation of the system was circulated to Members on the day. Whilst sufficient funding had been identified for phases 1 and 2, the project board would develop a business case to provide further phases from savings achieved and capital receipts from downsizing the stock of office accommodation buildings.

During consideration of the report, whilst appreciating that the system consisted of phases that were each procured as separate contracts, Members were concerned that a project of such high value in total could be commenced by a delegated decision by the Lead Member. The Chair felt that such delegated decisions should be made known to the Resources Scrutiny Committee.

In conclusion, the Chair thanked the officers for the report and requested a further update in six months' time.

RESOLVED that –

- (a) *the report be accepted and the latest position on the project be noted; and*
- (b) *a further update be prepared for Members' consideration in six months' time.*

The meeting resumed in Open Session.

9 UPDATE ON I-TRENT

Councillor G.A. Green verbally updated Members on the i-Trent System following his visit to observe the System in operation. Having seen the System operating, Councillor G.A. Green was of the opinion that it was fit for purpose. However, he

said that it was only as good as the persons entering the data and the system could not be interrogated successfully unless all managers input the required information in the first place.

Councillor G.A. Green informed Members that i-Trent self service was now being rolled out to departments in order for staff to update their own data where needed. Members were also reminded that they would receive a demonstration of the system when they considered the 'Employee Statistics 1 October 2008 to 31 March 2009' report at its next meeting on 2nd July 2009.

The Chair was pleased to note that since the matter of i-Trent had been raised at the Resources Scrutiny Committee, progress had been made in that performance appraisals had improved and a Personnel Working Group had been established by Councillor R.W. Hughes.

Councillor G.A. Green also informed Members that for some time the entry of staff absences had been undertaken by Payroll staff. However, following an i-Trent project board meeting the previous week, the input of that information had been returned to individual managers.

RESOLVED that Councillor G.A. Green's verbal report on his observation of the i-Trent system in operation should be accepted.

10 SCRUTINY WORK PROGRAMME

The Scrutiny Support Officer submitted a report (previously circulated) requesting Members to review the Committee's future work programme and providing an update on relevant issues. A draft forward work programme (Appendix 1) and Cabinet Forward Work Programme (Appendix 2) had been attached to the report.

Resources and County Clerk's Directorate Business Plan 2009-12 - The Scrutiny Support Officer referred to the request made by Members at their meeting on 30th April 2009 for two additional measures for inclusion in the Resources and County Clerk's Directorate Draft Business Plan. The two requested measures being (i) 'Member training – percentage of elected members attending training sessions organized by Denbighshire County Council' and (ii) 'Member attendance – percentage of elected members attending full Council meetings'. Members were subsequently asked to consider annual targets for the next three years, i.e. 2009/10, 2010/2011 and 2011/12. They agreed that the targets for Member attendance at training should be 25%, 28% and 30% respectively.

Insofar as attendance at Council meetings was concerned, Members agreed that they wished for there to be two targets – one for attendance at full Council and one for attendance at formal Committee meetings as a whole and that the targets for both for the next three years should be 75%, 78% and 80%.

CYMORTH Funding – Members were advised that their request for the Joint Lifelong Learning/ Social Services and Housing Scrutiny Forum to look in detail at a number of aspects relating to the allocations of CYMORTH Funding had been

accepted and had been included on the agenda for their next meeting scheduled for July.

Forward Work Programme – Members agreed that –

- Energy Procurement and Allocation of Resources to Child Protection should be included on the agenda for their 30th July meeting. Insofar as the Energy Procurement report was concerned, Members asked whether additional information in respect of carbon reductions could also be included
- Allocation of Resources to Leisure Services would be included on the agenda for the 24th September meeting

In conclusion, the Scrutiny Support Officer informed Members of the new phase of Collaborative Scrutiny Training that was about to commence on 1st July 2009. Denbighshire Scrutiny Committee Members would be invited to attend training at Russell House, Rhyl in respect of understanding the elected member's role in the financial management process and how to scrutinise financial issues.

RESOLVED that –

- (a) the Work Programme as detailed in Appendix 1 be approved subject to the above amendments;*
- (b) the targets for Member attendance at training for the next three years, i.e. 2009/10, 2010/2011 and 2011/12 should be 25%, 28% and 30% respectively; and*
- (c) Insofar as attendance at Council meetings was concerned, Members agreed that they wished for there to be two targets – one for attendance at full Council and one for attendance at formal Committee meetings as a whole and that those targets for the next three years should be 75%, 78% and 80% respectively.*

The meeting concluded at 1.45p.m.

Resources Scrutiny Committee

2nd July 2009

Report by: Head of Personnel

REPORT ON EMPLOYEE STATISTICS 1st April 2008 – 31st March 2009

1. **Purpose of Report**

To provide various Employee Statistics for 2008/09.

The following statistics are attached for your information.

2. **Employee Profile**

Employee Numbers (Appendix 1 & 2)

Employees in March 2009 totalled 4699 compared to 4587 in March 2008, an increase of 112 (2.4%) compared to a 3% increase for the previous year 2007/08. Full time equivalents (FTE's) also increased from 3821 in March 2008 to 3933 in March 2009.

Employee turnover for 2008/09 is slightly higher at 11% compared to 10.2% for the same period last year.

Please note that this data is not comparable to the information supplied to Cabinet on a monthly basis as the data is calculated in a different way.

Age Profile (Appendix 3)

The age profile of the workforce continues to be of concern with 35% of the workforce over 50 and 68% over the age of 40. However, it is encouraging that our employment of under 25's has remained at 7% in the past year.

Our Modern Apprenticeship scheme continues its success with a total of 120 Apprentices since 2002, 47 of which have been successful in obtaining permanent employment with the authority. 66 are still working towards their NVQ level 3.

Length of Service (Appendix 4)

The main span of service for both Teachers and all other employees has changed slightly from between 2 and 19 years in 2005/06 to between 1 and 19 years in last three years, showing an increase in new members of staff.

Gender (Appendix 5)

The gender split for 2008/09 continues to remain at 28% male and 72% female.

Reasons for Leaving (Appendix 7)

Reasons for leaving the employment of the authority on the whole were comparable with the previous 3 years with resignations for another post outside of Denbighshire County Council (DCC) as the most common reason.

The number of 'Not Known' as a reason for leaving continues to remain low, which could be a result of the increased number of 'Leaving' categories now available in Trent or a result of an increased number of exit interviews being carried out.

Equal Opportunities Monitoring (Appendix 8)

The appointment rate for females still remains higher than for males. From an application rate of 50.1% by males (compared to 42% for the same period last year) the appointment rate has decreased to 27%, compared to 31% for the same period in 2007/08 and 28.4% in 2006/07. This highlights a steady increase of male applicants but a slight decrease in male appointments.

From the information now contained on the HR system, 2.3% of employees have declared themselves as having a disability as defined within the Disability Discrimination Act 1995. This is a slight decrease of 0.1% compared to the same period last year.

Statistics show that from the 17 people with a disability that were short-listed, 9 appointments were made.

The number of employees from minority ethnic communities as a percentage of the workforce stands at 0.82% (37 employees) a slight decrease of 0.05% since 2007/08. A considerable amount of work has been undertaken in the past 18 months to ensure that each employee completes an employee information check sheet which is then entered onto the HR system.

In June 2009, the HR system rolled out the 'Self Service' module which allows employees within Denbighshire to alter or enter numerous personal details, including equal opportunities information. Employees will be encouraged to use the self service module which should make the figures held within the HR system more reflective of the workforce.

Absence (Appendix 9)

Absence levels for 2008/09 were above the target of 11 days, at 12.45 days lost per employee for the whole authority. Since April 2007, a considerable amount of work has been undertaken in conjunction with the Sickness

Absence Framework to ensure that absence is being recorded accurately and monitored regularly.

Central Personnel have also recruited a Personnel Officer for Sickness Absence who will facilitate the reduction of sickness absence levels within the Authority by providing personnel advice and guidance to directors, managers and employees on the management of Sickness Absence.

Absence Reasons (Appendix 10, 11, 12, 13 & 14)

Since April 2006 all absence reports have been created using the HR system.

The results show that the most common reason for absence in 2008/09 for non teaching staff falls into the category of 'Stress, Depression, Anxiety, Mental Health & Fatigue' at 14.7%. The most common reason for absence for Teachers only is 'Other' at 28.6%. The second most common reason for absence for teachers only is 'Stress, Depression, Anxiety, Mental Health & Fatigue' at 17.4% and for non teaching staff 'Infections – to include cold and flu' at 14.1%.

The reports from the HR system are now broken down into long term and short term absences in order to analyse absences in more detail. 'Stress' at 23.5% (a decrease of 10.5% compared to the same period in 2007/08) is the most common reason for long term absence for all staff followed by 'Musculo-skeletal' at 11.4% (a decrease of 9.1% compared to last year). Long term absence trends have remained the same for the past two years.

Short term absences for all staff highlight 'Infections – to include cold and flu' to be the most common reason at 31% with 'Stomach, Kidney, Liver' as the second most common reason for short term absence at 17%. The short term absence trend has remained the same for the past year.

Non teaching staff follow the same pattern as above for both long term and short term absences, with 'Stress' at 22% as the most common reason for long term absences and 'Infections – to include cold and flu' at 31% being the most popular reason for short term absences.

Teachers also have 'Stress' as the most common reason for long term absences at 32.4% and 'Infections – to include cold and flu' being the most popular for short term absence at 30.2%, replacing 'Other' which was the most common reason for short term absence in 2007/08.

Counselling

Once again the reasons for employees requiring counselling have remained fairly consistent compared to the last three years with the main presenting issues being Stress, Anxiety, Depression, Relationships and Loss/Bereavement. However, a large proportion of these were due to personal/home issues and unrelated to work.

Further Information

Teachers' Sickness Absence broken down by Primary & Secondary sectors

Information on teachers' sickness absence broken down into primary and secondary sectors is contained in Appendix 14.

100% Attendance

Appendix 15 contains information on 100% attendance. The Resources Directorate already recognises 100% attendance by providing staff with 100% attendance certificates.

Performance Appraisals

Appendix 16 provides the percentage of completed performance appraisals for 2008/09.

3 Recommendation

That the Scrutiny Committee reviews the detail of the report and considers whether any of the issues raised warrant further scrutiny or recommendations to relevant officers or lead members.

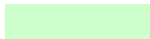
Contact Officer:
Head of Personnel
01824 712543

EMPLOYEE PROFILE
2008/09

Total Number of Employees: 4699 Actuals or 3933 Full Time Equivalents

Breakdown to Directorates

Directorate	Actuals					FTE			
	31/03/07	30/09/07	31/03/08	30/09/08	31/03/09	31/03/07	30/09/07	31/03/08	30/09/08
Environment	947	947	954	1032	1047	747.23	740.64	747.04	816.78
Lifelong Learning	2328	2400	2428	2484	2464	1903.9	1959.2	1992.1	2064.49
Lifelong Learning (Ex Teachers)	1366	1424	1451	1472	1454	1006.8	1056.6	1085.1	1128.52
Lifelong Learning (Teachers Only)	962	975	977	1012	1010	897.05	902.68	906.97	935.97
Social Services and Housing	810	820	804	780	773	706.09	714.52	707.34	700.19
Chief Executives & County Clerks	52	53	54	54	55	47.25	47.67	48.67	48.67
Resources	266	290	300	313	313	246.03	269.52	279.1	293.98
Councillors	47	47	47	47	47	47	47	47	47
Total	4450	4557	4587	4710	4699	3697.5	3778.6	3821.1	3971.11



31/03/09
828.56
2026.51
1091.31
935.20
686.81
50.13
294.07
47
3933.08

**STARTERS AND LEAVERS
2008/09**

		Resources		Environment		Lifelong Learning		Social Services		County Clerks &	
		Leavers	Starters	Leavers	Starters	Leavers	Starters	Leavers	Starters	Leavers	Starters
Apr	2008	1	2	17	1	19	14	10	3	1	0
May	2008	4	2	21	10	20	10	7	3	1	0
Jun	2008	3	5	11	8	9	18	9	2	0	0
Jul	2008	5	7	11	9	10	8	6	6	0	1
Aug	2008	6	0	17	13	93	4	10	2	1	0
Sept	2008	3	3	17	24	13	123	9	9	0	1
Oct	2008	1	2	12	5	11	8	11	4	0	0
Nov	2008	4	3	13	4	16	13	6	3	0	3
Dec	2008	2	1	10	5	20	2	3	3	1	0
Jan	2009	2	6	12	11	8	18	6	4	0	0
Feb	2009	1	2	3	6	10	7	4	0	0	1
Mar	2009	2	0	7	13	14	2	6	2	0	0
Total		34	33	151	109	243	227	87	41	4	6

* Positions not people

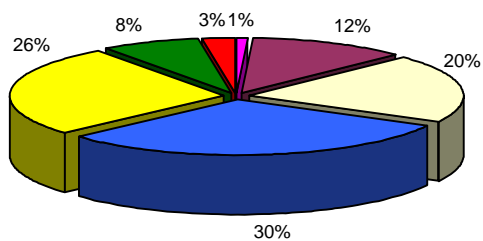
**AGE PROFILE
2008/09**

Excluding Teachers		
	Actual	FTE
16-19	30	22
20-29	438	388
30-39	742	612
40-49	1131	908
50-59	978	806
60-64	277	200
Over 65	93	62
	3689	2998

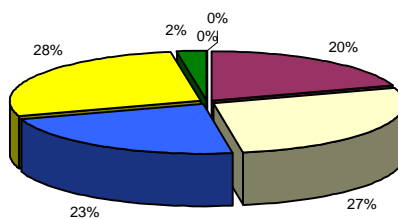
Teachers		
	Actual	FTE
16-19	0	0
20-29	201	192
30-39	279	256
40-49	228	208
50-59	278	260
60-64	23	20
Over 65	1	0
	1010	935

All Employees		
	Actual	FTE
16-19	30	22
20-29	639	580
30-39	1021	868
40-49	1359	1116
50-59	1256	1066
60-64	300	220
Over 65	94	62
	4699	3933

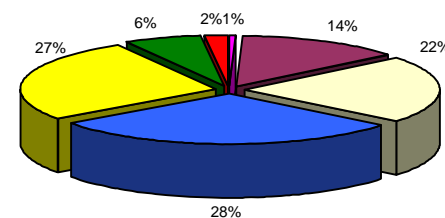
Age Profile Excluding Teachers



Teachers' Age Profile



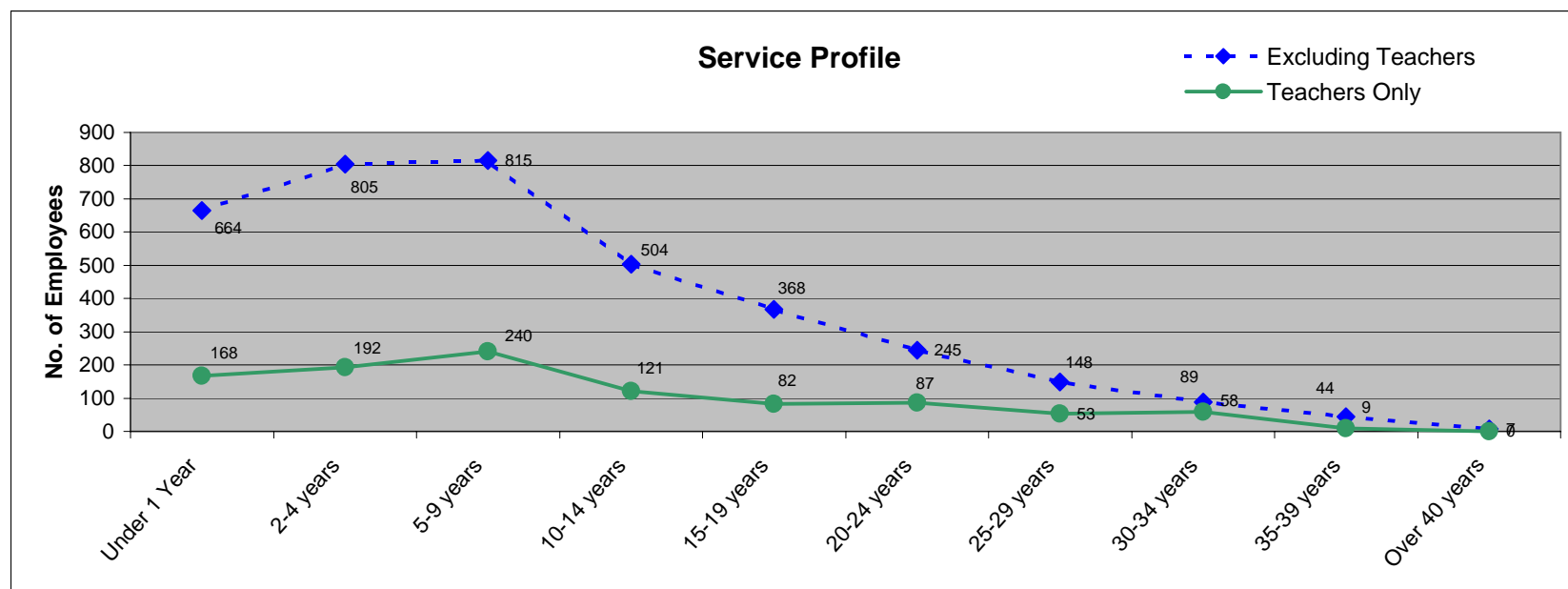
Age Profiles for All Employees



■ 16-19 ■ 20-29 ■ 30-39 ■ 40-49
■ 50-59 ■ 60-64 ■ Over 65

**LENGTH OF SERVICE
2008/09**

Excluding Teachers			Teachers			All Employees		
	Actual	FTE		Actual	FTE		Actual	FTE
Under 1 Year	664	532	Under 1 Year	168	153	Under 1 Year	832	685
2-4 years	805	635	2-4 years	192	176	2-4 years	997	811
5-9 years	815	648	5-9 years	240	223	5-9 years	1055	871
10-14 years	504	412	10-14 years	121	110	10-14 years	625	522
15-19 years	368	305	15-19 years	82	76	15-19 years	450	381
20-24 years	245	209	20-24 years	87	81	20-24 years	332	290
25-29 years	148	128	25-29 years	53	51	25-29 years	201	179
30-34 years	89	80	30-34 years	58	56	30-34 years	147	136
35-39 years	44	42	35-39 years	9	9	35-39 years	53	51
Over 40 years	7	7	Over 40 years	0	0	Over 40 years	7	7
	3689	2998		1010	935		4699	3933



**GENDER PROFILE
2008/09**

Excluding Teachers

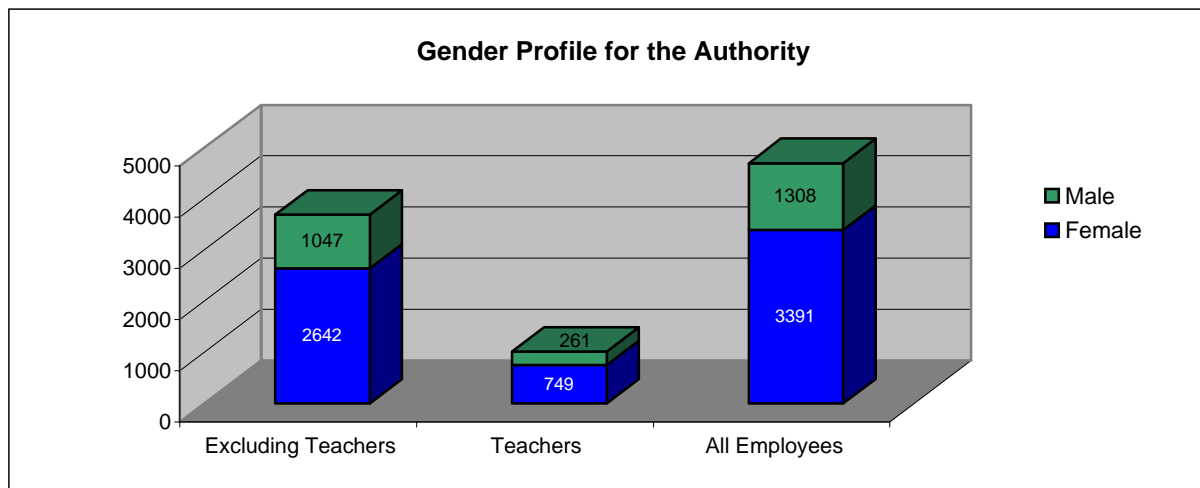
Female	2642
Male	1047
Total	3689

Teachers

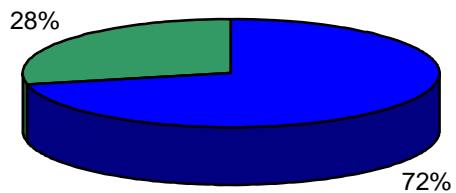
Female	749
Male	261
Total	1010

All Employees

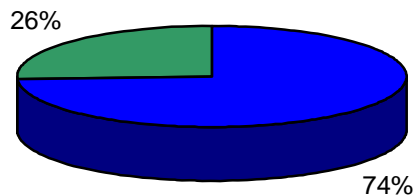
Female	3391
Male	1308
Total	4699



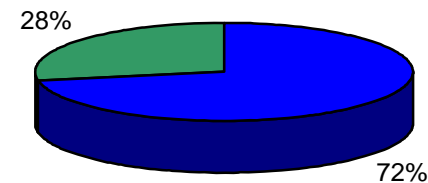
Excluding Teachers



Teachers



All Employees

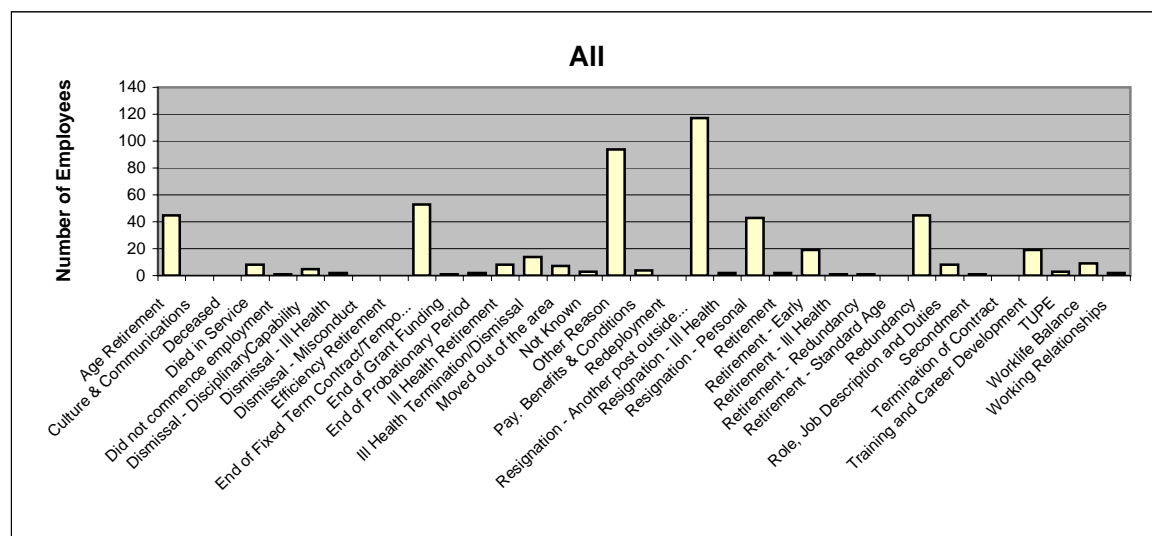
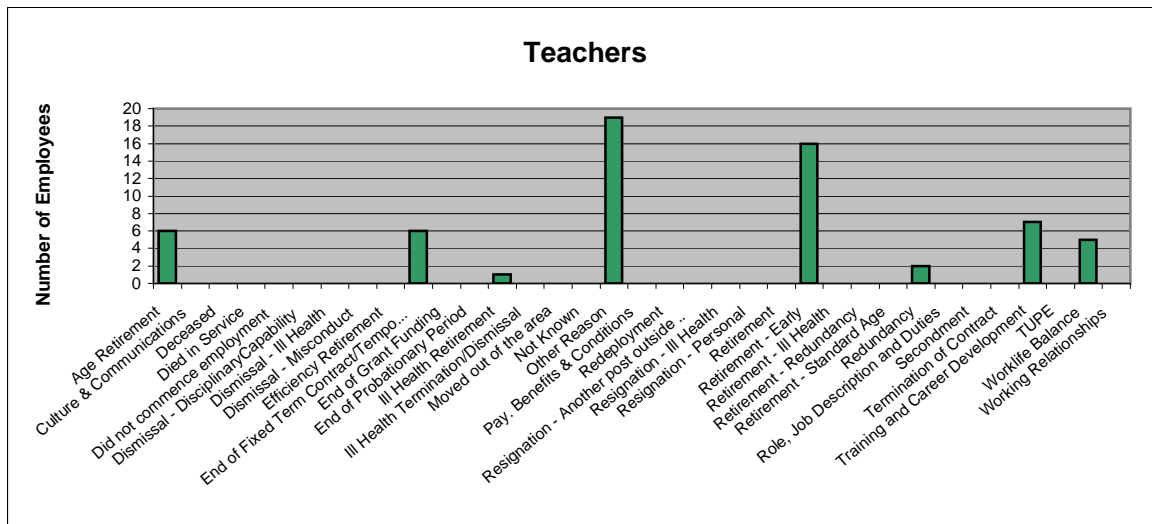
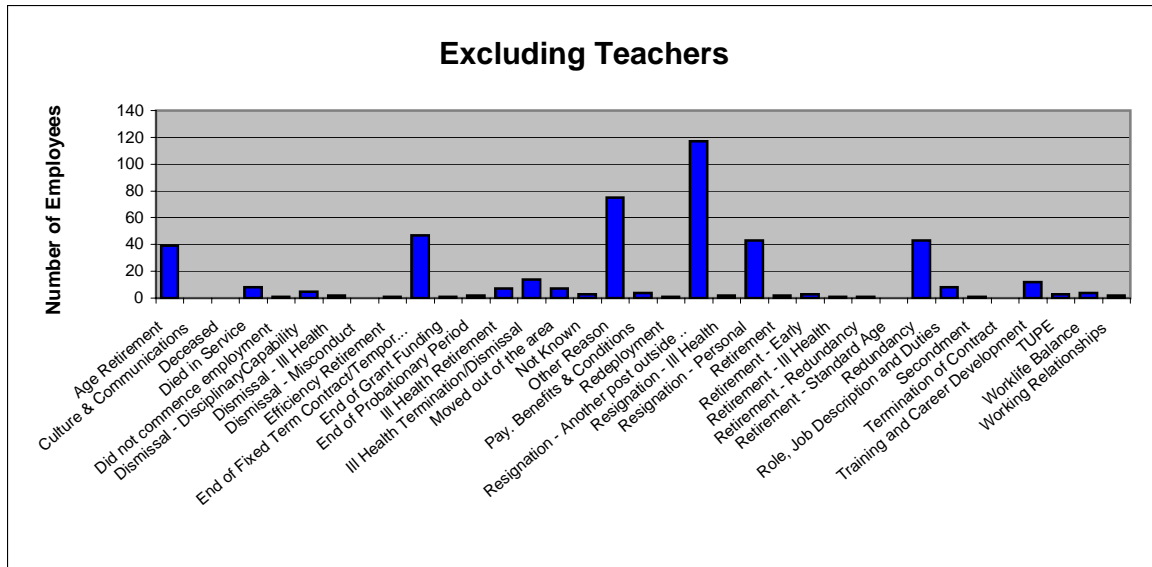


■ Female ■ Male

**REASONS FOR LEAVING EMPLOYMENT
2008/09**

	Ex. Teachers	Teachers	All
Age Retirement	39	6	45
Culture & Communications	0	0	0
Deceased	0	0	0
Died in Service	8	0	8
Did not commence employment	1	0	1
Dismissal - Disciplinary/Capability	5	0	5
Dismissal - Ill Health	2	0	2
Dismissal - Misconduct	0	0	0
Efficiency Retirement	1	0	0
End of Fixed Term Contract/Temporary Contract	47	6	53
End of Grant Funding	1	0	1
End of Probationary Period	2	0	2
Ill Health Retirement	7	1	8
Ill Health Termination/Dismissal	14	0	14
Moved out of the area	7	0	7
Not Known	3	0	3
Other Reason	75	19	94
Pay. Benefits & Conditions	4	0	4
Redeployment	1	0	0
Resignation - Another post outside of DCC	117	0	117
Resignation - Ill Health	2	0	2
Resignation - Personal	43	0	43
Retirement	2	0	2
Retirement - Early	3	16	19
Retirement - Ill Health	1	0	1
Retirement - Redundancy	1	0	1
Retirement - Standard Age	0	0	0
Redundancy	43	2	45
Role, Job Description and Duties	8	0	8
Secondment	1	0	1
Termination of Contract	0	0	0
Training and Career Development	12	7	19
TUPE	3	0	3
Worklife Balance	4	5	9
Working Relationships	2	0	2
	459	62	519

REASONS FOR LEAVING EMPLOYMENT



EQUAL OPPORTUNITIES MONITORING IN EMPLOYMENT
2008/09

APPLICATION RATE

Gender	Number of Applicants
Male	2092
Female	2084
Age	Number of Applicants
Under 20	88
20 - 29	374
30 - 39	281
40 - 49	313
50 - 59	161
60+	48
Not Known	2911
Ethnicity	Number of Applicants
Any other Asian background	7
Any other White background	0
Asian British	1
Black British	0
Caribbean	0
Chinese	2
Chinese Or Other Ethnic Group	0
Mixed	11
Mixed White and Black Caribbean	5
Pakistani	5
White	1291
Not Known	2854
Disability - Are you Self Certified	Number of Applicants
No	4093
Yes	83

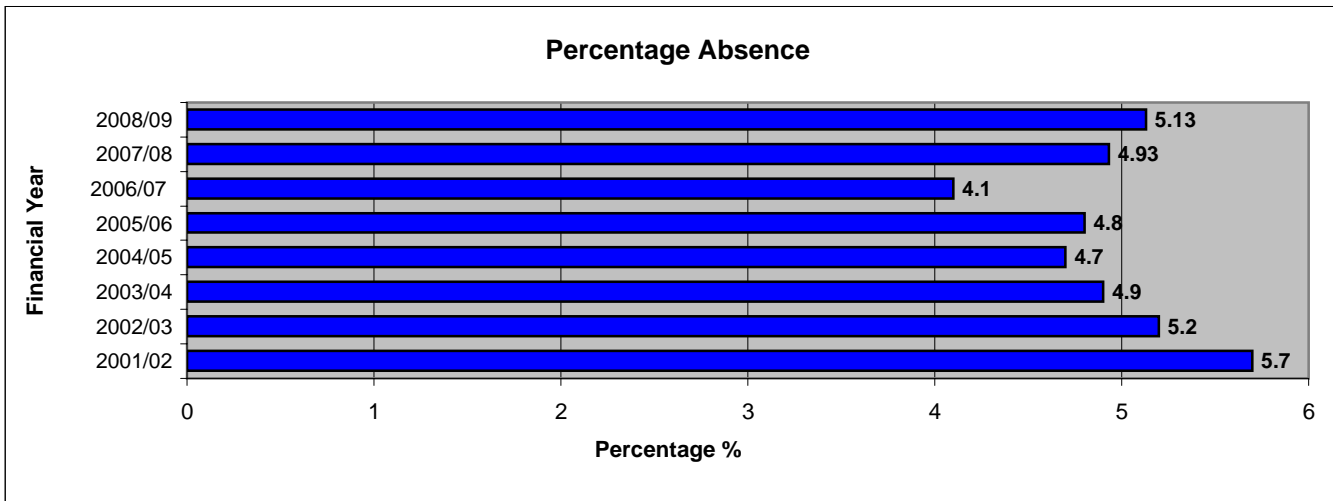
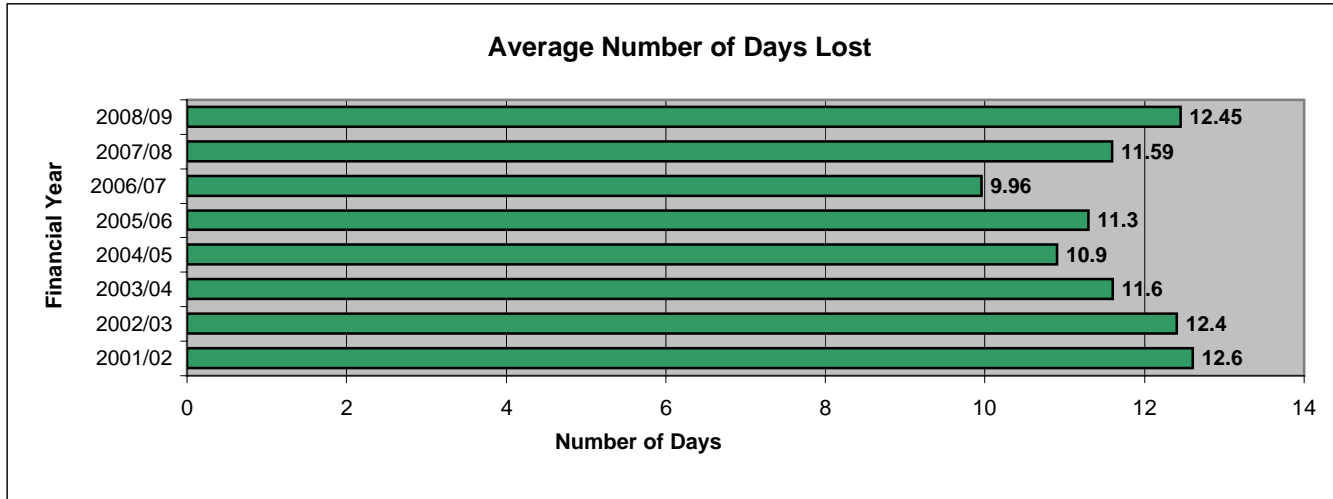
SHORTLISTED RATE

Gender	Number of Applicants
Male	190
Female	426
Age	Number of Applicants
Under 20	8
20 - 29	96
30 - 39	84
40 - 49	100
50 - 59	68
60+	11
Not Known	249
Ethnicity	Number of Applicants
Any other Asian background	0
Any other White background	0
Asian British	0
Black British	0
Caribbean	0
Chinese	0
Chinese Or Other Ethnic Group	0
Mixed	4
Mixed White and Black Caribbean	1
Pakistani	2
White	278
Not Known	331
Disability - Are you Self Certified	Number of Applicants
No	599
Yes	17

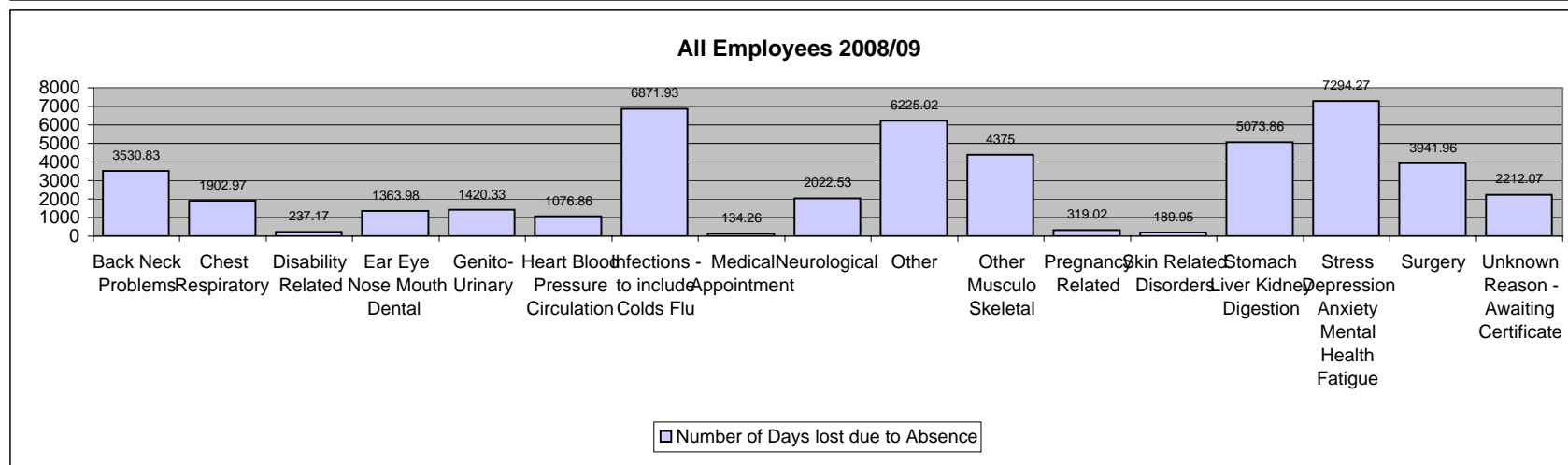
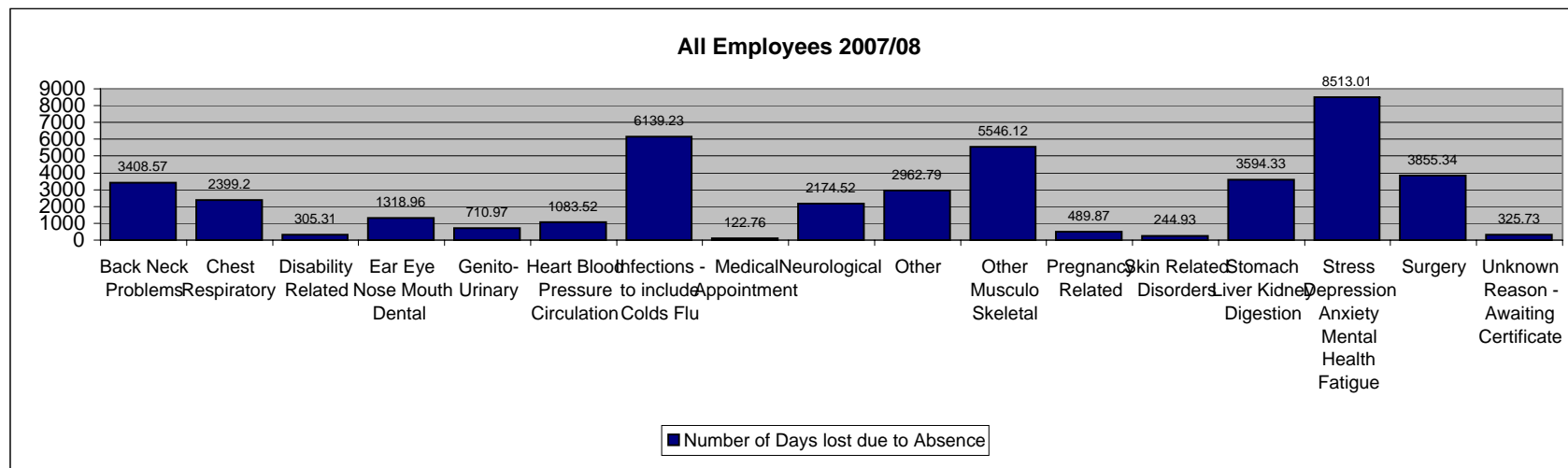
APPOINTED RATE

Gender	Number of Applicants
Male	124
Female	334
Age	Number of Applicants
Under 20	28
20 - 29	125
30 - 39	100
40 - 49	100
50 - 59	59
60+	15
Not Known	31
Ethnicity	Number of Applicants
Any other Asian background	0
Any other White background	0
Asian British	0
Black British	0
Caribbean	0
Chinese	1
Chinese Or Other Ethnic Group	0
Mixed	0
Mixed White and Black Caribbean	1
Pakistani	0
White	190
Not Known	266
Disability - Are you Self Certified	Number of Applicants
No	449
Yes	9

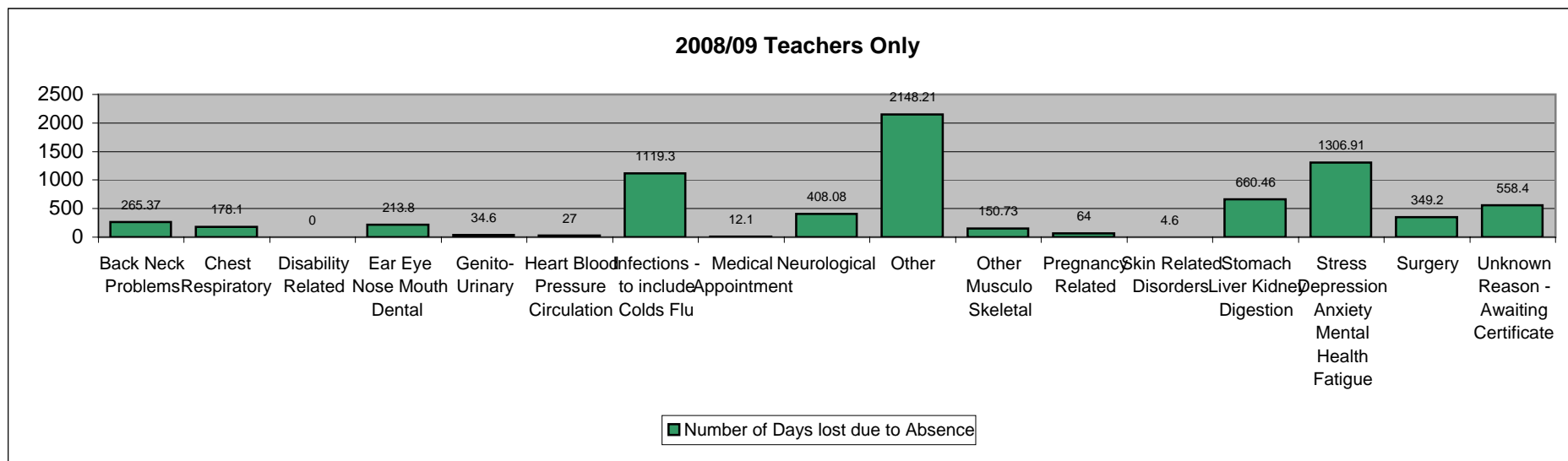
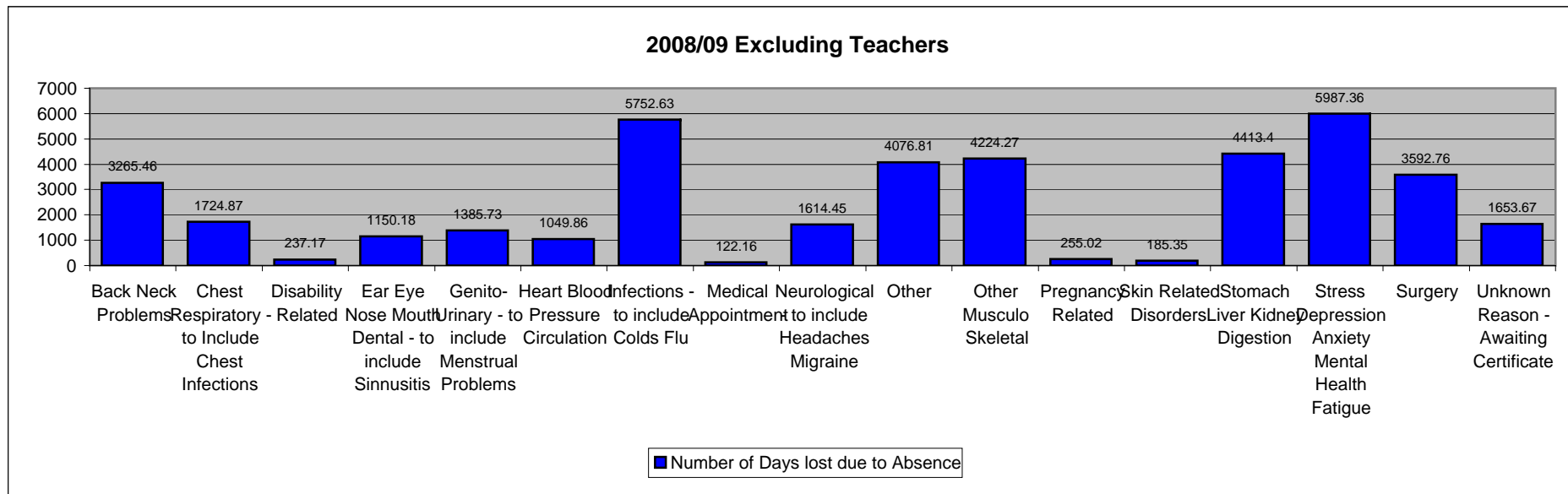
OVERALL ABSENCE LEVELS



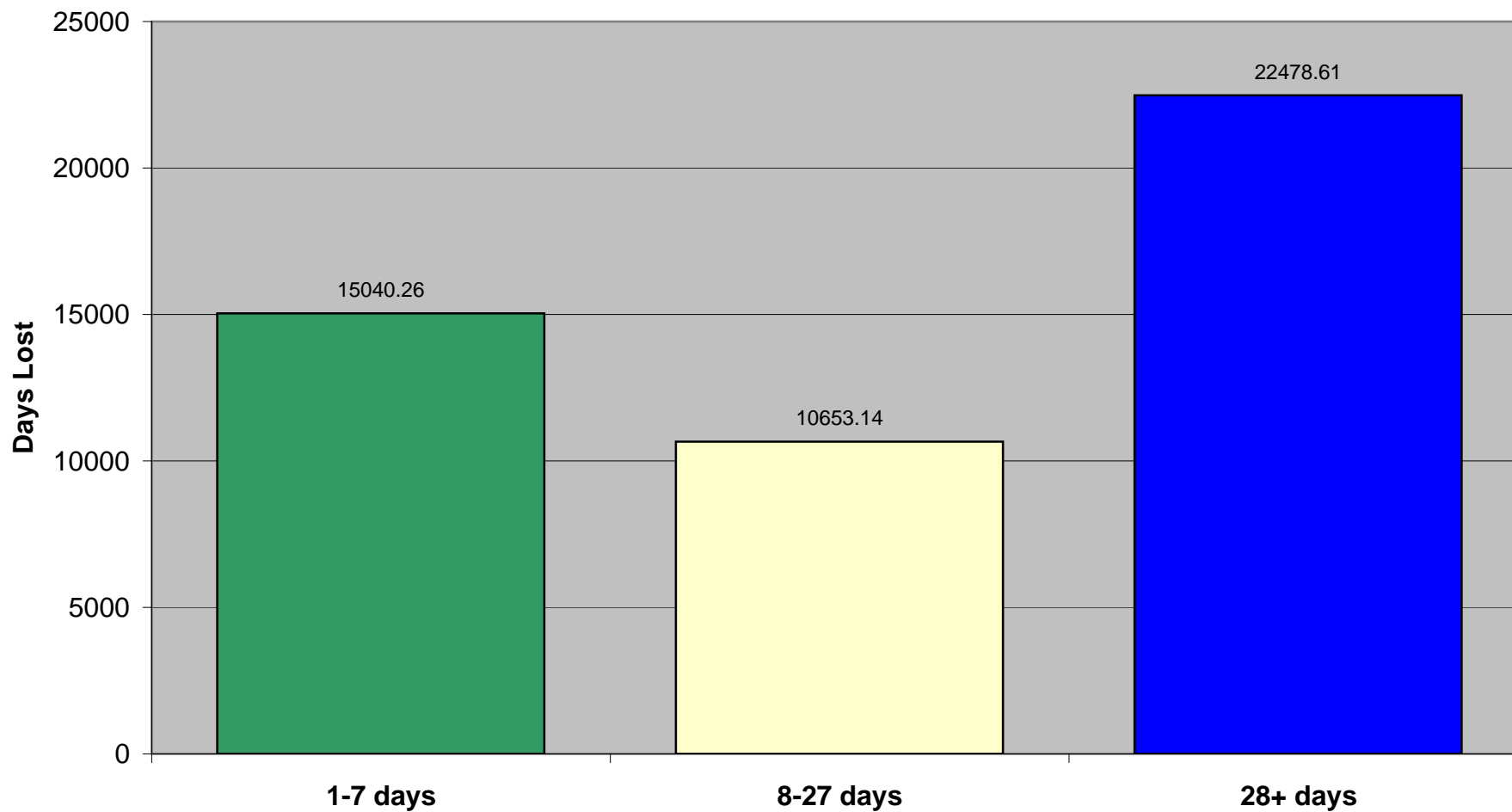
REASON FOR ABSENCE

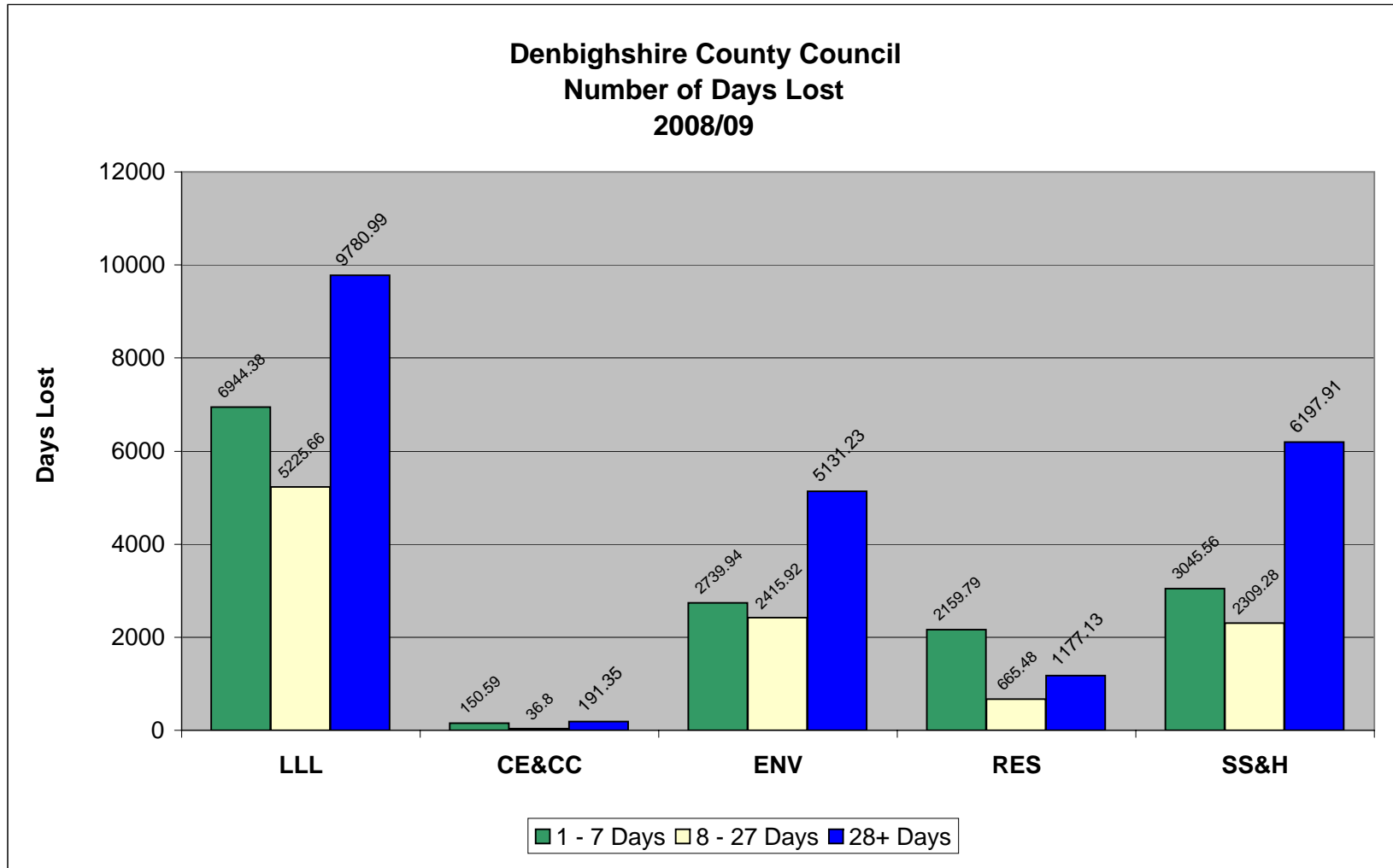


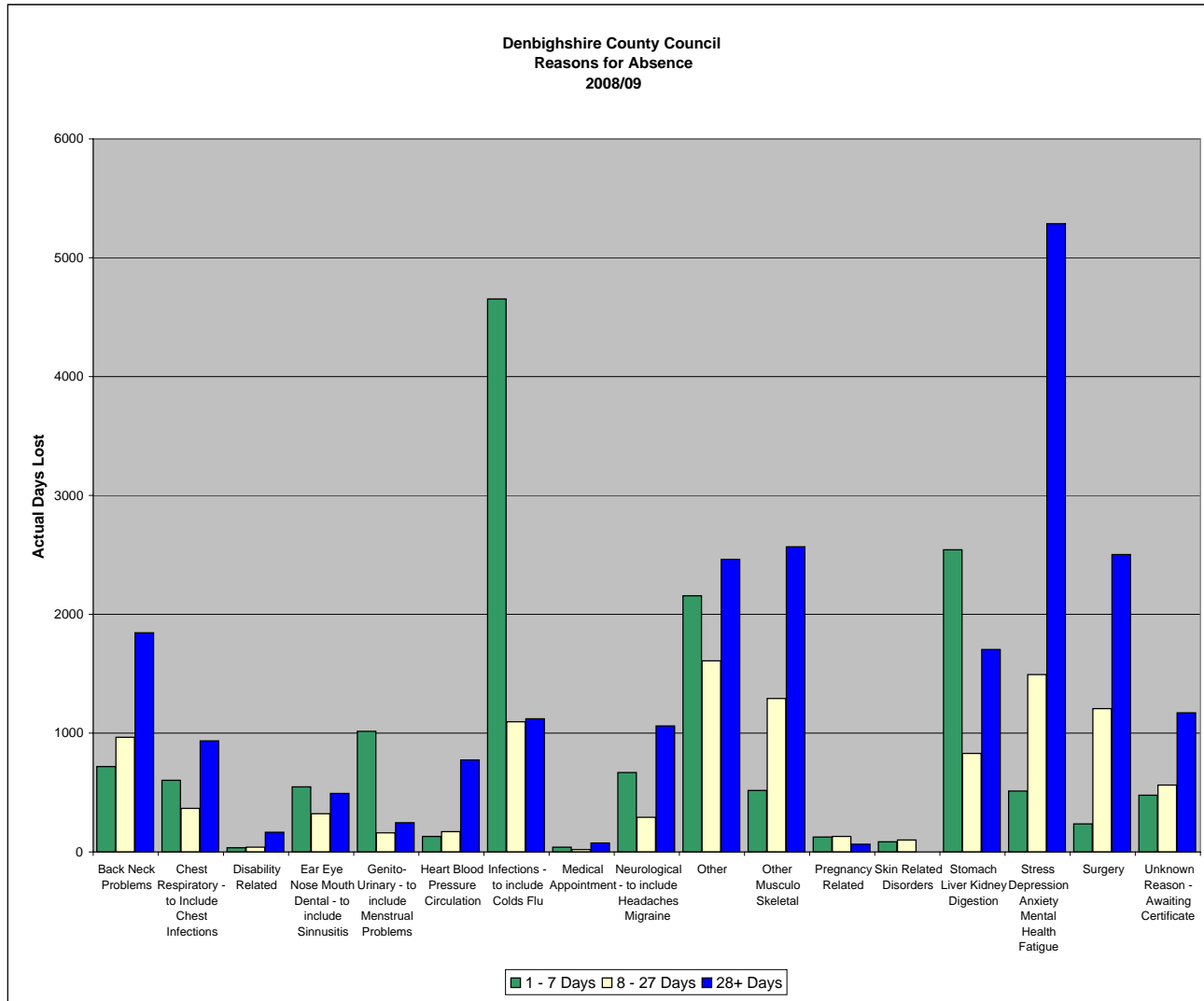
Reason for Absence



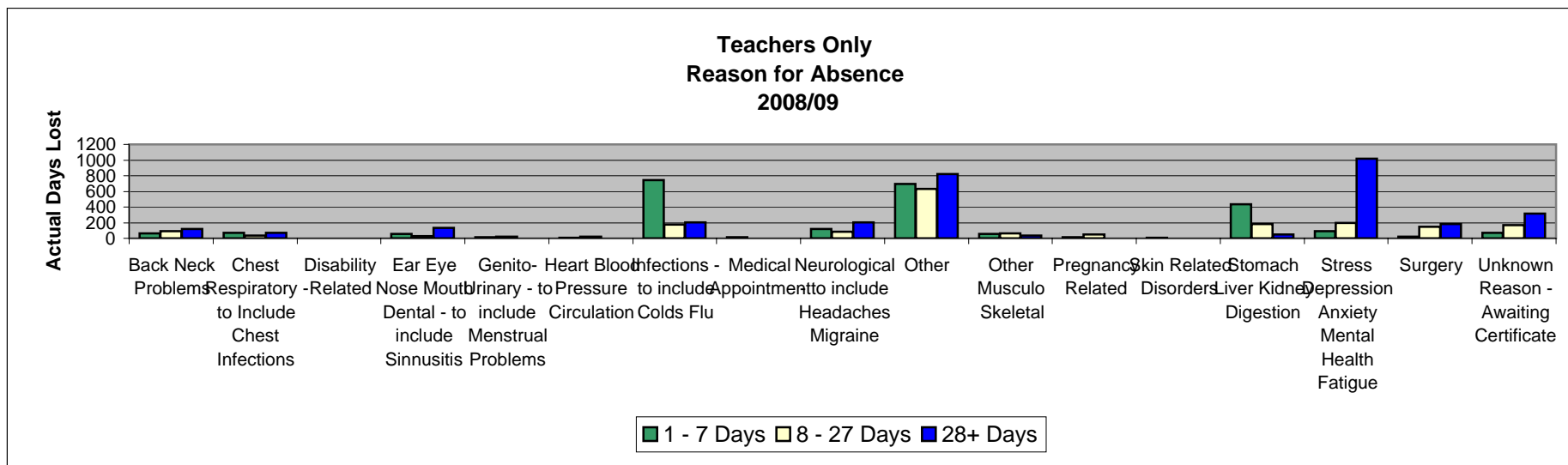
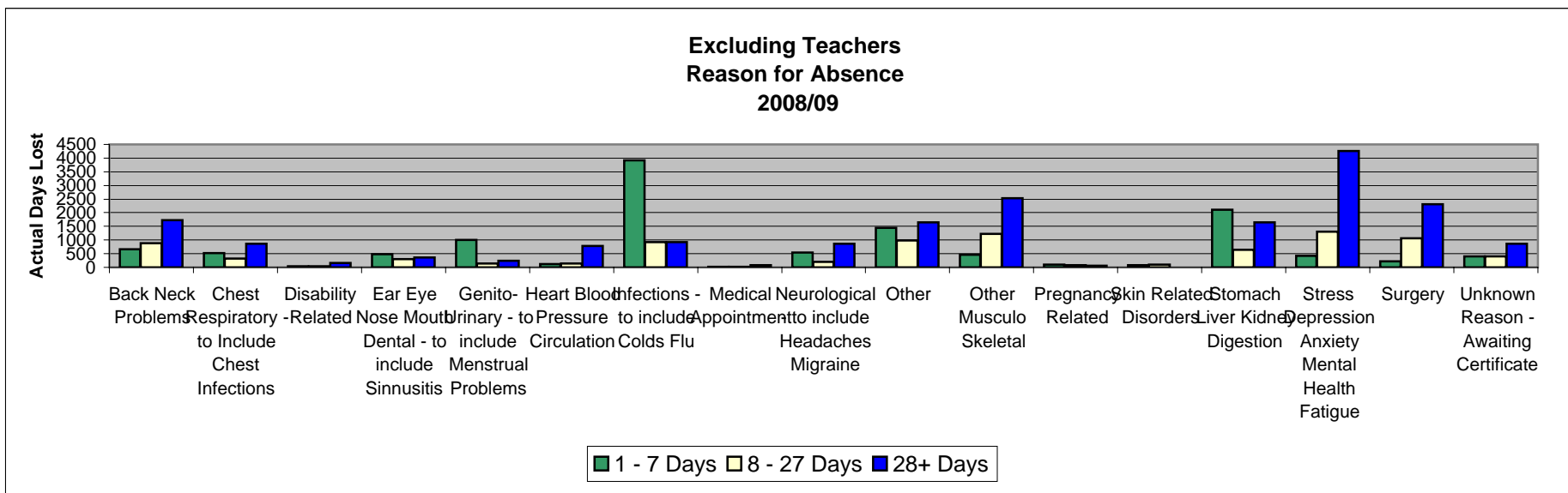
Denbighshire County Council Number of Days Lost 2008/09



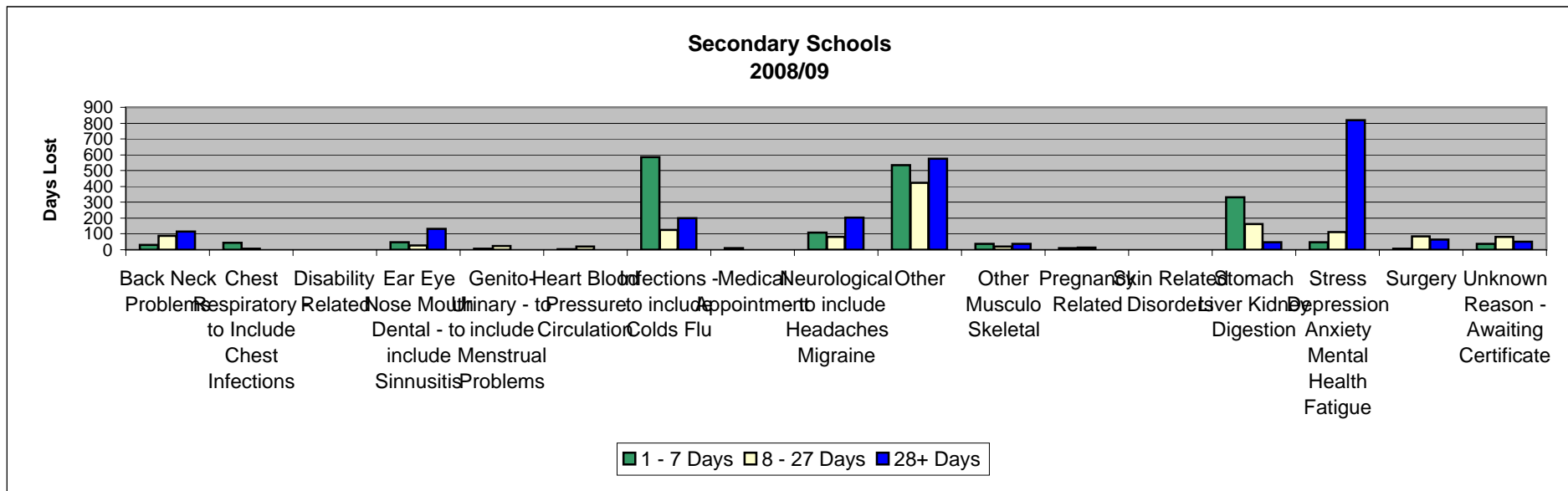
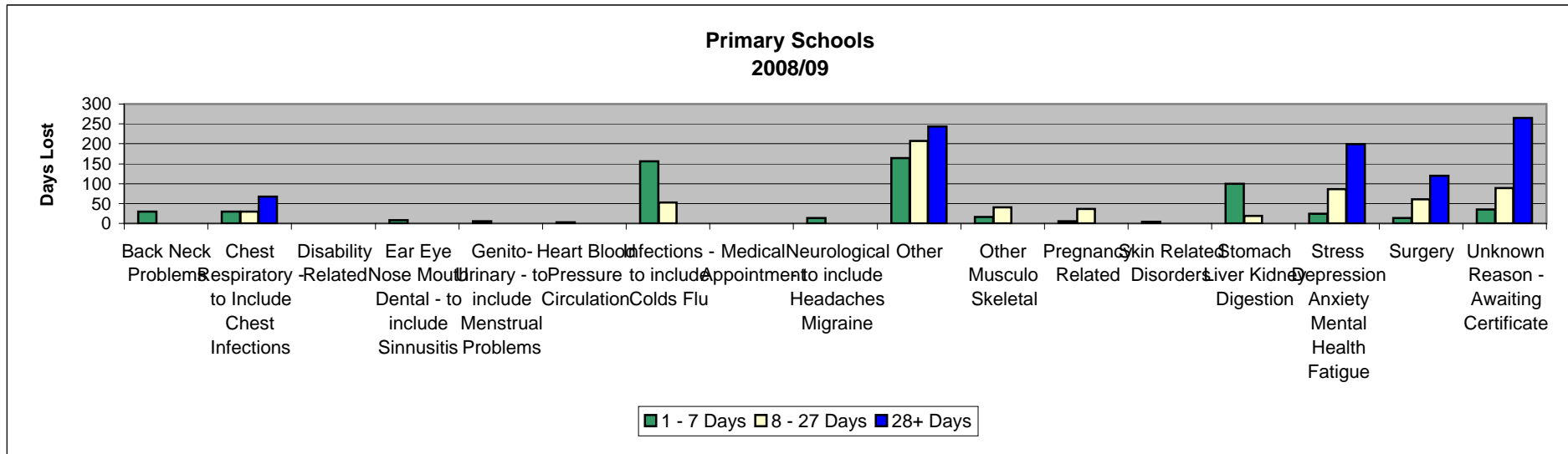




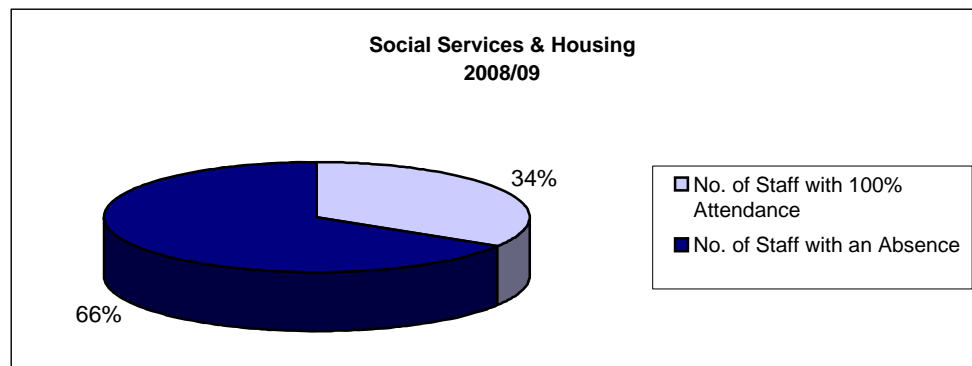
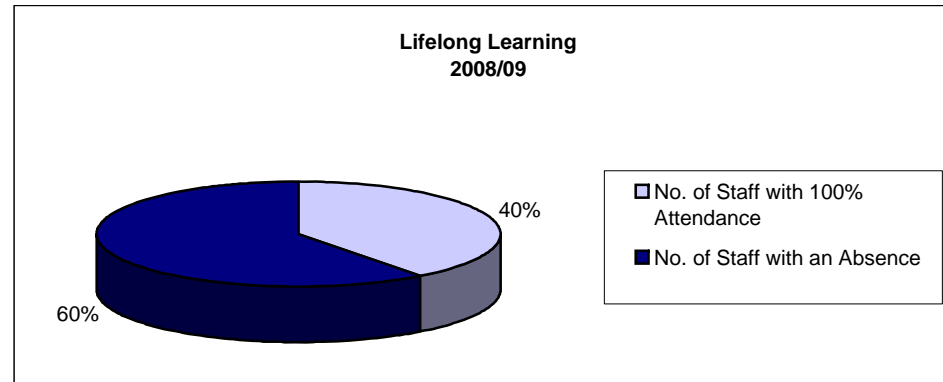
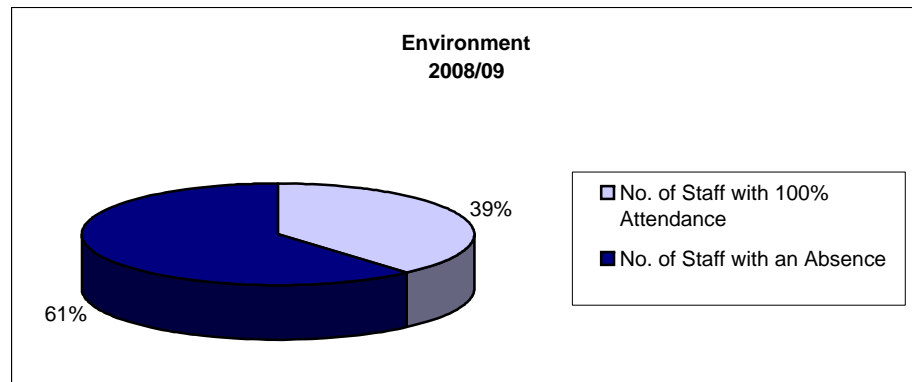
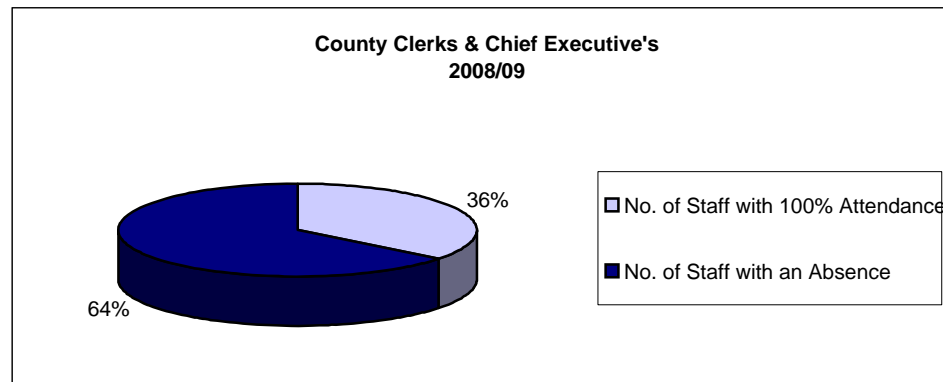
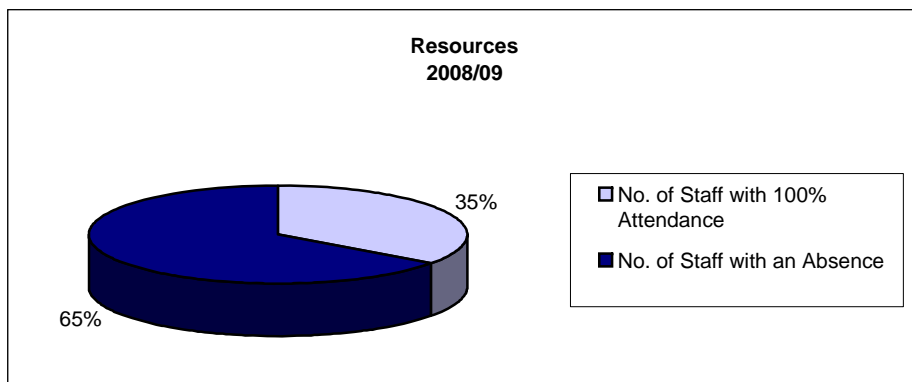
REASONS FOR ABSENCE



REASONS FOR ABSENCE



ATTENDANCE 2008/09



Percentage of Completed Performance Appraisals - Period 01/04/2008 - 31/03/2009

Chief Exec's & County Clerks

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Chief Exec's	3	3	3	100.00%	100.00%
County Clerk's Legal	23	19	19	100.00%	
County Clerk's Admin	29	26	26	100.00%	
Totals	55	48	48	100.00%	

Resources

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Central Personnel	35	33	33	100.00%	88.41%
Customer Care	33	27	25	92.59%	
Finance	174	153	123	80.39%	
ICT	48	42	42	100.00%	
Internal Audit	11	11	11	100.00%	
Strategic Policy Unit	13	10	10	100.00%	
Totals	314	276	244	88.41%	

Environment

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Development Services	78	71	69	97.18%	90.87%
Finance & Performance	129	66	66	100.00%	
Environmental Services	568	507	463	91.32%	
Planning & Public Protection	112	100	100	100.00%	
Transport & Infrastructure	72	62	42	67.74%	
Tourism, Culture & Countryside	88	70	56	80.00%	
Totals	1047	876	796	90.87%	

Social Services & Housing

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Adult Services	527	434	335	77.19%	83.51%
Children's Services	107	94	87	92.55%	
Children & YP Partnerships	7	3	2	66.67%	
Business Support	46	34	34	100.00%	
Housing Services	88	84	84	100.00%	
Totals	775	649	542	83.51%	

Life Long Learning

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Library & Information services	83	74	59	79.73%	91.21%
Partnership & Inclusion	222	184	178	96.74%	
Planning & Performance	23	18	15	83.33%	
School Improvement	70	54	49	90.74%	
Totals	398	330	301	91.21%	

Totals

Total Employees	Total No. of Appraisals	Overall % of Completed Appraisals
2179	1931	88.62%

Resources Scrutiny Committee

2nd July 2009

Report by the Corporate Director: Resources

End of Year Performance Report – 2008/09

1. Purpose of Report

- 1.1. To provide Members with an overview of how the Resources Directorate performed in 2008/09 against its key outcomes, actions and targets.

2. Reason for Submission of Report

- 2.1. To enable Members to fulfil their Scrutiny role with regard to the monitoring of performance.

3. Introduction

- 3.1. At Resources Scrutiny on 27th November 2008, it was agreed to trial a new format for the Quarterly Performance Report. This Quarter 4 report (attached at Appendix I) is the second report to be presented in this new format. The report contains 3 sections:
 - i. An update of progress against the key outcomes set out within the Resources Directorate Business Plan 2008 – 2011;
 - ii. A summary of progress against the agreed basket of key performance indicators; and
 - iii. A summary of financial performance for 2008/09.
- 3.2. As the report covers performance during 2008/09, further progress has inevitably been made against the key outcomes since 1st April 2009. A summary of some of these key achievements is provided in paragraph 6 below.

4. Performance Indicators - Summary of Progress

- 4.1. Within the Resources Directorate Business Plan a number of key indicators were identified which could be monitored by this Committee via the quarterly performance reports. These indicators reflect performance in County Clerks and on corporate actions as well as the Resources Directorate. These indicators were suggested from the complete set of National Core and Strategic Set Indicators and Local Indicators which reflect the key work areas for the Council. To support these indicators a further group of indicators have been highlighted in discussions with the Strategic Policy Unit to produce a balanced group of indicators for members to review performance against. Of the twenty performance indicators which have been reported for 2008/09:
 - 6 indicators were below target for 2008/09 (of which 3 were more than 10% below target);
 - 13 indicators met or exceeded the target for 2008/09;
 - 1 indicator could not be analysed as no target was set for 2008/09;
 - 3 indicators showed worse performance compared to 2007/08;

- 1 indicators showed similar performance compared to 2007/08;
- 9 indicators showed improved performance compared to 2007/08;
- 7 indicators could not be compared to 2007/08 either because the indicator was new or because a comparison is not appropriate.

5. Issues to consider further

Sickness Absence

- 5.1. Sickness absence among Denbighshire County Council staff during 2008/09 was 12.45 days per full-time equivalent (FTE) employee. This is higher than the target of 11 days per FTE, and higher than the figure for 2007/08 of 11.56 days per FTE. However, sickness absence within the Resources Directorate and the County Clerk's Department during 2008/09 was 9.77 days and 7.56 days per FTE respectively, against the target of 11 days.

Staff Performance Appraisals

- 5.2. Almost 89% of eligible Denbighshire County Council employees received a performance appraisal during 2008/09. Although this is more than 10% below the annual target of 100%, the position has improved significantly from 44.9% in 2007/08. The target for performance appraisals remains at 100% of all eligible employees for 2009/10. In the Resources Directorate, 88.4% of all eligible employees received a performance appraisal during 2008/09, compared to 54% during 2007/08. Chief Executives' and County Clerks' achieved the target of 100% in terms of performance appraisals during 2008/09, compared to 79.7% during 2007/08.

Council Tax

- 5.3. The excellent performance in terms of Council Tax collection was maintained, with 98.1% of Council Tax due for the financial year being received by the Authority. Denbighshire County Council is the 2nd highest performing authority in Wales in terms Council Tax collection and levels of previous years' arrears.

Non-Domestic Rates

- 5.4. The percentage of non-domestic rates due for the financial year received by the Authority was 96.8%, slightly below the target of 98% and below the performance in 2007/08 of 98.6%.

Accuracy of Processing Housing Benefit

- 5.5. The proportion of cases for which the calculation of the amount of benefit due was correct (on the basis of the information available for the decision for a sample of cases checked pre-payment) was 97.3%, slightly below the target of 98%.

Prompt Payment of Invoices

- 5.6. The proportion of undisputed invoices which were paid within 30 days during 2008/09 was 89.1%. Although this was slightly below the target of 90%, it was an improvement from performance in 2007/08 of 88.4%. This improvement in performance was achieved against a backdrop of increase volumes from 177,350 in 2007/08 to 187,297 in 2008/09 (an increase of 5.6%). As part of the efforts to help businesses during the recession, invoices are paid within 1 day of reaching creditors.

6. Progress against key outcomes since 1st April 2009

It is recognised that there has been much activity since the end of March 2009. This section therefore briefly highlights areas of further progress.

6.1. Focusing on our customers

The Customer Care Service is in the process of establishing the Denbighshire Customer Service Monitoring Group (DCSMG) to support the improvement of customer services throughout the Authority. The DCSMG, which will meet monthly, will monitor the performance of all customer facing services on a biennial basis, or more frequently as the Group deems appropriate. The inaugural meeting has been set for 16th July, and the first two services to be monitored will be Customer Care and Planning.

A pilot project (involving 10 Councillors) has been developed to enable the Customer Care Service to work in collaboration with services and Councillors to develop a new process so that feedback is given more readily to Councillors, once an enquiry has been logged. The pilot will commence on 13th July, and will run for 6 weeks. Feedback will be provided to CET, Members and Heads of Service in September 2009.

6.2. Making the most efficient use of our resources

A third draft version of the Medium Term Financial Plan (MTFP) has now been produced. The MTFP is being developed in tandem with Denbighshire County Council's Corporate Plan, and further consideration is currently being given to resourcing the corporate priorities. The Corporate Plan, which will incorporate the MTFP, will be presented to Council for approval on 28th July 2009.

A delegated decision is now required to approve the corporate Procurement Strategy.

6.3. Supporting collaboration and partnership working

The Local Service Board (LSB) conference on 19th June was well attended by more than 100 stakeholders. Feedback forms are currently being evaluated, but the conference was considered to be an extremely useful and successful event by the representatives from Denbighshire County Council.

Internal Audit Services are currently undertaking risk assessment on all major partnerships.

6.4. Developing our staff and improving the organisation

The Shared Services Project now forms part of a broader Change Management Project being led by Hywyn Williams, Corporate Director: Lifelong Learning. The project will look at how support services are delivered and also look at service / cross-directorate issues. A project proposal to set out timings, membership etc. is currently being developed.

The following activities are now planned as part of the Risk and Opportunity Management Strategy implementation:

- Provide risk management training for all Departmental Management Teams and major partnership management teams (May to Aug 2009)

- Provide risk management training for elected members (Sept 2009)
- Risk assessments conducted for all services and major partnerships (Mar to Apr and Sept to Oct 2009)
- Identification of key risks to major projects (Mar to Apr and Sept to Oct 2009)
- Develop a Strategic Risk Assessment with CET (undertaken on 29th April 2009)

6.5. Ensuring everyone is able to access and benefit from our services

The Equality Officer Group has been working to ensure that equalities issues have fed into the process for developing service business plans for 2009-12. The group has developed a new equality plan with specific actions, and met on 14th May to agree inclusion of these actions in service business plans.

Equality Action Plan 6-monthly review was published in May 2009.

Draft Equalities Plan 2009–11 has been developed. Consultation will take place during July, with adoption expected in October 2009.

6.6. Providing sustainable services and minimising environmental impact

A Portfolio-Programme-Project Management approach to Carbon Reduction has been developed, to work towards the target set by the Climate Change Act (2008) and to prepare for the Carbon Reduction Commitment commencing in April 2010. The Carbon Reduction Portfolio aims to achieve an annual 3% reduction in CO2 emissions from 2010 onwards, achieving the upper target of 32% by 2020. The Portfolio has 5 Programme arms - Asset Management, Fleet Management, Waste Management, Behaviour Management and Procurement Management. Under each of these Programme arms a series of projects following the 'lean-mean-green' principle will be undertaken annually in order to contribute towards the annual target of 3% reduction. The briefing document entitled Project Gaia: DCC's Carbon Reduction Portfolio has been written and approved, and early work on its implementation has commenced.

Development of a 'sustainable' Community Strategy for Denbighshire continues, and is due to be completed by the end of November 2009.

7. Consultation Carried Out

- 7.1. The information provided for the report has been provided from individual services.

8. Implications on Other Policy Areas

- 8.1. The monitoring of Performance Indicators and Service Actions Plans should assist the Authority to achieve its stated corporate priorities and objectives.

9. Recommendations

- 9.1. That Members receive the report and identify any areas where they would wish the Committee to consider performance issues further.

End of Year Performance Report: 2008/09

Alan Evans – Corporate Director: Resources

1. Key Outcomes






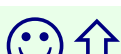

Outcome	Summary of Progress to Date
Focusing on our customers	<ul style="list-style-type: none"> • Customer Service Strategy 2008-11 approved by Cabinet in July 2008. • Customer Care Service working with the Performance Managers in each Directorate to gain baseline data on new Corporate Customer Care Standards. Corporate targets agreed for 2009/10. • Service delivery standards/timescales for the Authority to be created and made available to the public. Officer commenced employment on 6th April and the project is currently being scoped. • The authority's complaints policies have now been revised resulting in the amalgamation of the three separate policies. The policy was ratified at April Cabinet meeting, and the scheme was officially launched in June 2009. • New multi-skilled role introduced in Ruthin One Stop Shop, where all staff now deliver Reception, One Stop Shop, and Cashier functions. • Specific training was delivered to 70% of front line Customer Care staff by the end of March 2009. On track to deliver to all frontline Customer Care staff by December 2009. • Community Engagement has been agreed as one of the programmes in the Local Service Board's Local Delivery Agreement. • Community Forums: 6 held during November, with approximately 100 citizens participating. The next round of meetings took place throughout April, with citizen attendance increasing to approximately 130. It is anticipated that numbers will increase further as the programme of events becomes more established • Draft Project Plan for the Community Engagement Plan produced. Draft Community Engagement Plan for consultation has not yet been completed as SPU have not received responses to their questionnaire from all areas of the Authority. Timescales for producing a draft Community Engagement Plan for consultation are dependant on receiving responses to the questionnaire. • The Council has been recruiting members for a new Denbighshire's Citizens' Panel since September 2008. The Citizen Panel now has 260 members and feedback from their first survey has been included in the draft Area Profiles. Recruitment for the Panel is continuing. • Since the start of January 2009, 6 surveys with Denbighshire's citizens and key stakeholders have taken place, e.g. Citizens Panel Survey, School Transport Survey, Equality Plan Survey. The surveys are carried out by the Strategic Policy Unit and the results analysed on behalf of departments. • First drafts of the 6 Area Profiles have been completed, which include nationally collected data. The methodology for producing the profiles has been externally validated by the Data Unit. Meetings have taken place with the Data Unit with a view to implementing a website to present area profile information by the autumn which can be accessed by the public, Members, officers and partners.
Making the most efficient use of our resources	<ul style="list-style-type: none"> • The first meeting of the group set up to develop the Council's Medium Term Financial Plan (MTFP) was held on 27th February. The remit is to align more closely the Council's Business and Financial Planning and develop a 3 year financial plan to assist future business planning. CET reviewed the first draft version of the MTFP 2009-12 at an Away Day on 28th April, followed by review by Cabinet in informal session. • Exercise completed to identify the cost of services compared to other Welsh Councils to provide a challenge to services' existing budgets. This will feed into the review of the Efficiency Strategy which will be completed by July 2009 to feed into the financial and business

Outcome	Summary of Progress to Date
	<p>planning process for 2010/11.</p> <ul style="list-style-type: none"> • The process of identifying Efficiency Gains achieved in 2008/9 will take place between March and July 2009. For future years, identifying and recording of gains will rest with service managers. The Council's Financial Controller is part of an all-Wales group that is developing the reporting process and definitions of efficiency gains. • Majority of roll-out of Proactis Procurement to Pay (P2P) software complete. Roll-out (including e-sourcing) expected to be fully complete by December 2009. • Procurement strategy finalised, and expected to be approved by end of July 2009. • North Wales Procurement Unit now established with savings target of £200,000 for 2009/10. • Agency Staffing Procurement Project implemented, with savings target of £100,000 for 2009/10. • High council tax collection rates maintained by constantly monitoring performance and implementing improvement actions in a timely manner. 2008/09 outturn was 98.1% which indicates that Denbighshire was the 2nd best performing authority in Wales for Council Tax collection.
Supporting Collaboration and Partnership Working	<ul style="list-style-type: none"> • Organised a high level LSB Conference for wider partners and key stakeholders on 19th June, with key speakers including the Deputy First Minister, Chief Executive of the Welsh Local Government Association, Head of Local Government Policy Division (WAG) and Dr Alan Netherwood from Cardiff University. • Denbighshire's Local Service Board Local Delivery Agreement, which links very closely to Denbighshire County Council's priorities, was submitted to the Assembly by the 1 April 2009 deadline. • The strategic partnerships continue to work well and clear outcomes for the partnerships are developing which will be mapped against a strategic framework. The relationship between the LSB and other strategic partnerships has been strengthened and work on the Local Development Plan is on track. • A Work Plan for investigating how the work of partners can be effectively scrutinised has been produced. • Internal Audit Services developed a collaborative partnership arrangement with Countryside Council for Wales. Have moved to same risk-based planning methodology as used in Denbighshire County Council. • Internal Audit Services awarded a three-year North Wales Police Authority contract in direct competition with public & private sector. • Expansion of the WP3 project to include Wrexham, Conwy and Ceredigion. • North Wales Procurement Partnership established.
Developing our staff and improving the organisation	<ul style="list-style-type: none"> • Eligible employees invited to apply for Voluntary Redundancy, Flexible Retirement and/or a Reduction in Hours. Following receipt of formal applications in April 2009, employees have been given notice and will leave the authority by July 2009. • The Service Support Review was put on hold due to attention being focussed on responding to other aspects of the Corporate Governance report (see cover report for update on progress). • Single Status Roadshows took place from 5th-15th May 2009, prior to the staff ballot which will take place from 15th-26th June. If the package is accepted by staff, then implementation will begin immediately after the ballot results are announced (expected to be 1st July). Implementation will be staged over a number of months. Since the results of job evaluation review were announced, almost 200 appeals have been received and, in line with the process, Stage 1 Appeals have been completed and employees informed of outcome. Appeal

Outcome	Summary of Progress to Date
	<p>Stage 2 meetings have commenced.</p> <ul style="list-style-type: none"> • A programme of leadership and management courses conducted by Oakridge Training began last year. • A new Risk and Opportunity Management Strategy was approved by Cabinet on 24th March 2009.
Ensuring everyone is able to access and benefit from our services	<ul style="list-style-type: none"> • Integrated Impact Assessment undertaken on all new and revised high level Strategies and Plans. • Equality Officer Group ensures that all services have equalities monitoring arrangements in place. • Equality and Diversity newsletter produced in February 2009. • Disability e-module training delivered to Corporate Equalities Group and Equalities officers in January 2009. • Race e-module equality training delivered to the Corporate Equalities Group. • Migrant Worker Guidance Pack produced. Currently awaiting translation prior to publication. • Council venue access information published on website in February 2009. • Revised complaints policy requires services to record complaints by equality strands. • Delivered the Corporate Equality and Diversity mandatory training to members in December 2008. • Updated Equalities and Diversity webpages. • ‘Mystery shopper’ exercise undertaken using an external organisation to ascertain if our front line services are accessible through the Welsh Language. • Reviewed our contract for a telephone translation service resulting in a cost effective service with a new national provider. • Our Annual Report on Welsh Language Scheme Action Plan submitted to the Welsh Language Board and further initiatives discussed. • Corporate Procurement Strategy refers to third –party contracts or services complying with our equality, Welsh Language and sustainable development policies.
Providing sustainable services and minimising environmental impact	<ul style="list-style-type: none"> • Reducing our carbon footprint is one of the 8 themes within our Improvement Agreement (IA) with the Welsh Assembly. • Recycling has now been introduced in County Hall. • Continue to provide support and direction to the Denbighshire Fairtrade Coalition and promote fairtrade policies internally. • Council’s Sustainability Development Plan updated and published on website in December 2008. • A corporate procurement strategy, inclusive of sustainable procurement principles, has been developed and is expected to be approved in July 2009. • Continued implementation of Pro-Actis e-procurement system across the Council. Majority of roll-out programme for Procurement to Pay (P2P) completed. Roll-out (including e-sourcing) expected to be complete by December 2009. • Continued work to maintain Level 2 of the Green Dragon Environmental Standard in County Hall.

2. Key Performance Indicators

2.1. Resources Directorate Indicators

Indicator	Description	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend
Local	% of eligible staff who have had a performance appraisal (Resources Directorate)	54%	n/a	100%	88.4%	
National Core CFH/008	% of non-domestic rates due for the financial year received by the authority	98.6%	97.9%	98%	96.8%	
Local	% of cases for which the calculation of the amount of housing benefit due was correct on the basis of the information available for the decision for a sample of cases checked pre-payment	NEW	N/A	98%	97.3%	
National Core CFH/007	% of Council Tax due for the financial year which was received by the authority	98.2%	96.6%	97.5%	98.1	
National Strategic BNF/004	Time taken to process Housing Benefit & Council Tax Benefit new claims and change events.	New Indicator	New Indicator	15 days	9 days	
Local	Number of working days/shifts per FTE employee lost due to sickness absence (Resources Directorate)	10.3 days	n/a	11 days	9.77 days	
Local	Efficiency savings delivered by the Resources Directorate	£91,000	n/a	£180,000	£180,000	

2.2. Chief Exec/County Clerks Indicators

Indicator	Description	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend
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Indicator	Description	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend
Local	Number of working days/shifts per FTE employee lost due to sickness absence (Chief Exec/s & County Clerks)	9.7 days	n/a	11 days	7.56 days	😊↑
Local	% of eligible staff who have had a performance appraisal (Chief Executive's & County Clerk)	79.7%	n/a	100%	100%	😊↑
Local	Efficiency savings delivered by the County Clerk	n/a	n/a	£14,000	£34,000	😊n/a

2.3. Corporate Indicators

Indicator	Description	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend
National Core CHR/002	Number of working days/shifts per full time equivalent (FTE) local authority employees lost due to sickness absence (Corporate)	11.56 days	11.7 days	11 days	12.45 days	😞↓
Local	% of all eligible staff who have had a performance appraisal (Corporate)	44.9%	n/a	100%	88.6%	😞↑
National Core CFH/006	% of undisputed invoices which were paid within 30 days	88.4%	86.5%	90%	89.1%	😞↑
Local	The % of senior management positions filled by women	44.19%	n/a	43%	46.3	😊↑
Local	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire	55	n/a	45	60	😊↑
Local	Efficiency savings resulting from procurement (Corporate)	£975,000	n/a	£300,000	Expected to exceed £300,000	😊n/a

Indicator	Description	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend
Local	Efficiency savings delivered by the Authority	£1,101,000	n/a	£1.5m	Expected to exceed £1.5m	😊 n/a
Local	Efficiency savings delivered on the Corporate Budgets	£200,000	n/a	£242,000	Expected to exceed £242,000	😊 n/a
Local	Additional savings on all services from the vacancy control procedure	NEW	n/a	£500,000	Expected to exceed £500,000	😊 n/a
Local	% of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire who are still working for the Authority after two years	98.18%	n/a	No target set	78%	n/a ↓

3. Financial Performance

Description	Position
Revenue budget position at end of 2008/09 (underspend / overspend)	£89,000 underspend
Capital budget position at end of 2008/09 (underspend / overspend)	£0 variance
2008/09 target for efficiency savings delivered by Directorate	£180,000
Efficiency savings: outturn for 2008/09	£180,000
Savings delivered via vacancy control procedure: outturn for 2008/09	£241,000

Resources Scrutiny Committee

2 July 2009

Report by the Scrutiny Support Officer

Scrutiny Work Programme

1. **Purpose of Report**

To review the future work programme for the Resources Scrutiny Committee and to update members on relevant issues.

2 **Scrutiny Outcomes**

2.1 Committee members are recommended to review the items listed in the forward work programme (appendix 1) for future meetings taking into consideration:

- Relevance to the Committee's/Council's priorities
- Meeting Workload
- Timeliness
- Outcomes
- Key issues and information to be included
- Officers and/or lead Cabinet members who should be invited
- Questions to be put to officers/lead Cabinet members

2.2 By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

2.3 Committee members are also recommended to identify key issues and information which should be included in future reports. The participation of particular officers or lead Cabinet members should also be clarified, where the Committee feels that their attendance would be necessary or helpful.

3 **Development of the Work Programme**

3.1 The Constitution of Denbighshire County Council requires Scrutiny Committees to prepare and keep under review a programme for their future work. The Committee's draft work programme is attached as appendix 1.

3.2 The Cabinet's forward work programme is attached as appendix 2 for members' information.

Scala Business Plan / Clwyd Leisure

- 3.3 The Resources and Environment & Regeneration Scrutiny Committees have both considered or have scheduled business for future meetings relating to the Scala and Clwyd Leisure. To avoid unnecessary duplication of scrutiny work it is suggested that the Committees each concentrate on the items best fitting their terms of reference, and receive information reports on the item not being formally discussed by the Scrutiny Committee.
- 3.4 A progress report on developing future options for the facilities managed by Clwyd Leisure Limited had originally been scheduled for consideration at this Committee's current meeting. However, following a discussion between the Corporate Director (Environment) and the Chairs of both the Environment & Regeneration Scrutiny Committee and the Resources Scrutiny Committee it was felt that the issues relating to Clwyd Leisure Limited were more in line with the Environment & Regeneration Scrutiny Committee's remit. Consequently, the progress report on Clwyd Leisure was presented to the Environment and Regeneration Scrutiny Committee at its meeting on 18 June. A copy of the report has been circulated to members of this Committee for information purposes.
- 3.5 Furthermore, as the main issues under consideration for the Scala are expected to be financial ones, the scrutiny of this project seems better aligned to the remit of the Resources Scrutiny Committee. Hence reports on the subject have provisionally been scheduled into the Committee's work programme for October 2009 and March 2010.

Monitoring the Wales Audit Office (WAO) Recommendations in relation to Information Security

- 3.6 Members will recall that the presentation of this report and the Council's Action Plan in response to it has been awaited for sometime having been delayed due to the ill health absence of the County Clerk. It had been anticipated that the report and action plan would be available for presentation to the current meeting. However, the County Clerk has recently raised some issues in relation to the recommendations and how they should be addressed corporately. Once clarification has been received the report and action plan will be presented to the Committee in due course.
- 3.7 As part of agreeing its forward work programme the Committee may wish to consider allocating time at specific meetings at which to receive some of the topics listed under 'Future Issues' (see Appendix 1).
- 3.8 When reviewing its future work programme it is advisable for the Committee to consider the relevance of the topics for discussion to the Council's aims of:
- Modernisation; and
 - Sustainability

and its four overarching priorities of:

- Modernising education
- Responding to demographic change
- Regeneration
- Roads and flood defences

4. **Promoting Health & Well-Being**

- 4.1 The Council's Corporate Health and Improvement Group has arranged for the Welsh Local Government Association (WLGA) to hold a session for scrutiny members on scrutiny members' role in promoting health and well-being. In line with other scrutiny committees, this Committee is requested to nominate two members to attend this session, which is scheduled for 29 July.

5. **Implications on Other Policy Areas**

The development and review of a coordinated work programme will assist the Council in monitoring and reviewing policy issues.

6 **Recommendation**

That the Committee:

- 6.1 considers the work programme for the Resources Scrutiny Committee as contained in Appendix 1 and amend, revise or approve as necessary; and
- 6.2 nominates two members to attend the event on scrutiny members' role in promoting health and well-being.

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Email: dcc_admin@denbighshire.gov.uk

Note: Items entered in italics have not been approved for submission by the Committee. Such reports are listed here for information, pending formal approval.

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
30 July	1 Budget 2010/11 and Medium Term Financial Planning (Part II)	To provide members with an early indication of the Council's likely budget for 2010/11, the emerging budgetary pressures and information on the medium term financial planning strategy	Early input from scrutiny will assist the Council's budget setting process as proposals will be challenged as and when they emerge	Roger Parry	30 April 2009
	2 Energy Procurement	To present information on the current procedures for the procurement of the Council's energy requirements and inform the Committee of the options available for corporate procurement and corporate wholesale procurement of energy	To add value for money in respect of energy procurement and to ensure that efficiencies are realised in the procurement of energy	Robert Jones	2 October 2008
	3 Allocation of Resources to Child Protection	To examine the resources allocated by the Authority into services to protect vulnerable children	An evaluation of whether the Authority makes effective and efficient use of the resources allocated to child protection services and to determine whether the protection provided mitigates all reasonable risks to the children and the Authority	Vicky Allen/Nicola Francis	November 08
24 September	1 Quarterly Performance Report – Quarter 1	To enable the Committee to fulfil its role with regard to the monitoring of performance	Delivery of the Committee's role in monitoring and challenging officers, lead members and services in respect of agreed targets and objectives	Tony Ward	April 2009
	2 Allocation of Resources to Leisure Services	To examine the Council's allocation of resources to	To evaluate the use made of the Council's resources	Jamie Groves	November 2008

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered	
		Leisure Services	allocated to the Leisure portfolio and to determine whether they have been utilised in an efficient and effective manner			
	3	Llangollen Royal International Pavilion	To present members with the Business Plan and information on the progress made in relation to the proposals for long term sustainability of the Pavilion and site of the Llangollen Royal International Eisteddfod	(i) Effective scrutiny of the Business Plan and the efforts made to secure the long term sustainability of the Pavilion and Eisteddfod site; and (ii) an evaluation of the consequential risks to the Council of not securing a viable future for the site, and the benefits to it, particularly in relation to its Regeneration priority, if a sustainable solution can be found	Iwan Prys-Jones	May 2009
	4.	Value for Money in Construction Procurement – Update report on Integrated Working on the Council House Refurbishment Programme	To provide information on the final phase of the council housing stock WHQS refurbishment programme following completion of the tendering process	An evaluation of the tendering process for the final phase of the refurbishment project and an assessment of whether the Authority is realising value for money in the procurement of this work and by the methods by which 3D and Housing Services work together in the procurement and delivery process	Andrew Dailey/Paul Quirk	May 2009
22 October	1	Draft Improvement Plan 2009-11	To offer comments on the Draft Plan prior to its approval by Council	Scrutiny engagement in this statutory Plan	Janette Williams	April 2009
	2	Joint Risk Assessment	Annual review of the Directorate's high level risks	(i)effective scrutiny of the strategic management of	Ivan Butler	April 2009

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				high level risks; (ii) identification of service/budgetary issues for attention by scrutiny/Cabinet/Officers		
	3	Evaluation of use of resources allocated to education budget 2008/09	To provide an in-depth analysis of whether the additional resources allocated to the education budget for 2008-09 in the wake of the Estyn report have produced the desired outcomes	To evaluate the effectiveness of the additional resources invested in the education budget and whether the resources achieved the expected outcomes – improved GCSE and A Level results in 2009 and to consider the way forward for the future	Senior Management Accountant (Education)	30 October 2008
	4	<i>Scala Business Plan Update PART II</i>	<i>To monitor the progress of the Scala Co Ltd in delivering against the Service Level Agreement (SLA) to budget</i>	<i>(i) effective scrutiny of the progress made by the Scala Co Ltd in delivering against the Service Level Agreement (SLA) to budget; and (ii) identification of any potential risks and measures to mitigate against future risks</i>	<i>Paul Murphy</i>	<i>Referred by Environment & Regeneration Scrutiny Committee June 09</i>
19 November	1	Draft Budget Proposals 2010/11	To introduce the emerging budget proposals	Scrutiny to comment on resource allocation within and across service areas	Roger Parry	April 2009
	2	Employee Statistics 1/4/09 to 30/9/09	To provide members with various employee statistics for the 6 month period from 1 April to 30 September 2009	By reviewing the statistics members will be in a position to identify issues that merit further scrutiny or to formulate recommendations in relation to employee matters for submission to relevant officers	Linda Atkin	April 2009

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered	
			or lead members			
	3	Quarterly Performance Report – Quarter 2	See September 2009	See September 2009	Tony Ward	April 2009
	4	Draft Resources and County Clerk's Directorate Business Plan 2010-13	To present Directorate's draft Business Plan	Member involvement in the business planning process and identification of the performance monitoring measurers for the quarterly performance reports	Corporate Director Resources and County Clerk	2 April 2009
17 December	1	Draft Budget Proposals 2010/11	To update the Committee on the development of the proposals for the Council's budget for 2010/11	Scrutiny to provide observations on the latest budget proposals	Roger Parry	April 2009
	2	Use of Consultants – effectiveness of revised Contract Procedure Rule	To review the effectiveness of the revised contract procedure rules in relation to the engagement of consultants	A determination of whether further work needs to be carried out in relation to the procedures relating to the Council's use of external consultants	Scrutiny Support	March 2009
	3	Ruthin Craft Centre	To provide an update on the current position in relation to the delivery of the capital development project, the systems in place for performance management and performance against the business plan	To monitor and evaluate the Centre's progress against the original business plan and its plans for the future with a view to determining its long-term financial position and viability	Paul Murphy	January 2009
	4	Electronic Document and Records Management System (EDRMS)	To update the Committee on the progress with the implementation of Phase 1 of the project and on securing funding for future phases	(i) an evaluation of the implementation of Phase 1 of the project, and (ii) member input into the delivery plans for future phases and on securing adequate funding for those phases	Mike Hitchings/Terri Fleming	May 2009

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
18 January 2010 (Special)	1	Council Revenue Budget 2010/11	Pre-decision scrutiny of the budget proposals for 2010/11	Scrutiny to provide comments/recommendations to Cabinet in relation to the proposals for the Council's budget for 2010/11	Roger Parry	April 2009
	2	Recommendations of the Capital Strategy Group	Pre-decision scrutiny of the recommendations of the Capital Strategy Group	Scrutiny to provide comments on the recommendations of the Capital Strategy Group	Roger Parry	April 2009
	3					
	4					
28 January	1	Corporate Procurement – the benefits to all Directorates of utilising the Council's Strategic Procurement Unit	To inform members of particular Directorates' current procedures for commissioning services and the benefits they could realise from using the services of the Council's Strategic Procurement Unit	To evaluate the merits of particular Directorates' current procedures for commissioning services against the merits of the services available via the Strategic Procurement Unit	Arwel Staples/Support Services Review	2 October 2008
	2					
	3					
	4					
25 February	1	Quarterly Performance Report – Quarter 3	See September 2009	See September 2009	Tony Ward	April 2009
	2					
	3					
	4					
25 March	1	<i>Scala Business Plan Update PART II</i>	<i>To monitor the progress of the Scala Co Ltd in delivering against the Service Level Agreement (SLA) to budget</i>	<i>(iii) effective scrutiny of the progress made by the Scala Co Ltd in delivering against the Service Level Agreement (SLA) to budget;</i>	<i>Paul Murphy</i>	<i>June 09</i>

Meeting		Item (description / title)	Purpose of report	Expected Outcomes <i>and (ii) identification of any potential risks and measures to mitigate against future risks</i>	Author	Date Entered
	2					
	3					
	4					
22 April	1	Draft Resources and County Clerk's Directorate Business Plan 2010-13	To review the Directorate's key themes and priorities	Member involvement in the business planning process and identification of the performance monitoring measures for the quarterly performance reports	Corporate Director Resources and County Clerk	April 2009
	2					
	3					
	4					
20 May	1	Employee Statistics 01/10/09 – 31/03/10	To provide members with various employee statistics for the 6 month period from October 2009 to March 2010	By reviewing the statistics members will be in a position to identify issues that merit further scrutiny or to formulate recommendations in relation to employee matters for submission to relevant officers or lead members	Linda Atkin	April 2009
	2					
	3					
	4					
June	1	Quarterly Performance Report – End of year review	See September 2009	See September 2009	Tony Ward	April 2009
	2					
	3					
	4					

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
July	1				

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
Monitoring the WAO Recommendations in relation to Information Security	To receive the WAO report on Information Security and discuss the Council's Action Plan in response to the report's recommendations	Ensuring that the actions stemming from the report are being actively addressed and progressed to ensure the security of information held by the Authority	Ian Hearle	Feb 09
CORP Risk 11 – HR System Implementation	To inform members on the progress of the HR System implementation and to highlight the risks of not managing and utilising the HR system	To monitor the implementation of the new system and to evaluate the measures put in place to reduce the impact of the identified risks	Linda Atkin	2 October 2008
Sickness Absences	To provide an in-depth analysis comparing sickness absence levels per Directorate, including the length of absences of 'front-line' personnel in comparison with 'back office' staff	To evaluate the effectiveness of current policies in relation to sickness management and to determine whether resources in future should be targeted towards certain categories of staff/Directorates	Linda Atkin (pending outcome of Personnel Working Group)	15 October 2008
Establishment of a Foundation Modern Apprenticeship Scheme	To update the Committee the establishment of a foundation level modern apprenticeship scheme with the Council	To monitor the on the progress being made in establishing a foundation level Modern Apprenticeship Scheme with a particular view to assisting children in care and care leavers to access work opportunities, gain skills for employment and achieve better outcomes and expectations	Vicky Allen	March 2009

Update on Trent	To provide members with an update on the implementation of the TRENT system	To monitor the Council's progress with the implementation of the new HR/Payroll system and to ensure that the rollout is progressing as originally timetabled	Linda Atkin/Keith Amos	December 08 (rescheduled until Post Project Review completed)
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For future years

Management of Allocation of Section 106 Commuted Sums (early 2011)	To examine the effectiveness of the new management arrangements for allocation of funds (to be undertaken 2 years after establishment)	To evaluate the effectiveness of the new management arrangements and to offer observations in relation to the future arrangements for the function	Graham Boase	November 2008 (review in early 2011)
Members Allowances (following publication of the findings of the Independent Remuneration Panel for Wales' consultation due to take place in spring 2009)	To examine the Authority's criteria for determining eligibility for Members Allowances/Special Responsibilities Allowances	An evaluation of whether the current procedures and criteria are fair to all members	Ian Hearle	30 October 2008

Information/Consultation Reports

Information / Consultation	Item (description / title)	Purpose of report	Author	Date Entered
Information (to be circulated in July 2009)	Review of the Directorate's high level risks	(i)effective scrutiny of the strategic management of high level risks; and (ii) identification of service/budgetary issues for attention by scrutiny/Cabinet/Officers	Ivan Butler	30 April 09
Information	Progress report on children in care	To inform members, as corporate parents, of the progress being made by all children in care, as per Section 4 of the Corporate Parenting Strategy.(these reports to be sent to members on a regular basis)	Vicky Allen	March 2009
Information (to be distributed during May 09)	Performance Appraisals and Sickness Absences	To inform the Committee of the total number of performance appraisals completed per Directorate by 31 March 2009 and the number of managers in each Directorate interviewed by the dedicated Personnel Officer employed to reduce sickness absence levels, the measures implemented in a bid to reduce sickness absences and whether sickness absences rates were decreasing as a result.	Linda Atkin	March 2009

25/06/09

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
30 July	16 July	24 September	10 September	22 October	8 October

Resources Scrutiny Work Programme.doc

APPENDIX 2

CABINET: FORWARD WORK PROGRAMME

14 JULY 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Efficiency Strategy	Councillor J Thompson Hill R Parry
Medium Term Financial Planning	Councillor J Thompson Hill R Parry
Write Off Sundry Debtor Account	Councillor J Thompson Hill K Jones
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Human Resources: Business Partners	Councillor R W Hughes L Atkin
Member Development	Councillor R W Hughes K Methven
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Healthy School Meals	Councillor H H Evans Councillor P A Dobb Councillor E W Williams / S Parker
Recommendations from Scrutiny Committees	Scrutiny Officers
Approval of Outline Business Case - for the Procurement of Food Waste Treatment Capacity	Councillor E W Williams S Parker
DCC / CCBC Planning & PP Collaboration (detailed agreement)	Councillors S Frobisher / E W Williams G Boase
Tourism Strategy for North Wales	Councillor D A J Thomas P Murphy / P Smith
Coastal Strategic Regeneration Area	Councillor D A J Thomas G Evans
Harbour Empowerment Order for Foryd Harbour	Councillor D A J Thomas Ray Large
Denbighshire's Revised Welsh Language Scheme	Councillor H H Evans D W Davies
Council's Response to the Pennington Report – Public Inquiry into Sept 2005 Outbreak of E.coli 0157 in S Wales	Councillor S Frobisher, Councillor H H Evans, Councillor J Thompson Hill I Prys Jones / G Boase / E Jones
Review of Transport in Light of Corporate Manslaughter Regulations	Councillor E W Williams G Taylor / A Wright
NO CABINET MEETINGS WILL BE HELD IN AUGUST 2009	
8 SEPTEMBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Member Development	Councillor R W Hughes K Methven
Housing Revenue Account Budget	Councillor P A Dobb

	P Quirk
Equality Plan 2009-2011	Councillor R W Hughes K Beattie
Additional HMO Licensing	Councillor D A J Thomas G Boase / Mannon Thomas
Pest Control Service for Schools	Councillor H H Evans and Councillor S Frobisher G Boase
Child Protection Family Support Project	Councillor M M Jones Gary Major
Vulnerable Families Generic Support Project	Councillor M M Jones Gary Major
Young People Generic Support Project	Councillor M M Jones Gary Major
Recommendations from Scrutiny Committees	Scrutiny Officers
29 SEPTEMBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Annual Treasury Management Report	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Workforce Planning	Councillor P J Marfleet
Community Capital Projects	Councillor D A J Thomas M Dixon
Complaints Procedures for Highways	Councillor E W Williams
Safeguarding Children to Include Safeguarding Inspection and LSCB Update	Councillor M M Jones N Francis / Julie Moss
27 OCTOBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Supporting People Operational Plan for 2010/11	Councillor P A Dobb Jenny Elliott
Young Carers	Councillor M M Jones L Leece
Recommendations from Scrutiny Committees – Uniform charging policy for public use of DCC meeting rooms	Scrutiny Officers – S Price and R A Jones / G Evans
Asset Management	Councillor P J Marfleet G Evans

Agricultural Estate	Councillor P J Marfleet G Evans
Regeneration and Tourism	Councillor D A J Thomas G Evans
Town Strategies	Councillor D A J Thomas G Evans
24 NOVEMBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
15 DECEMBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
12 JANUARY 2010	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
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Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
26 JANUARY 2010	
Transforming Education	Councillor H H Evans J Gambles