

CABINET

Minutes of the Cabinet meeting held in the Town Hall, Ruthin on Thursday, 28th February, 2002 at 10.00 a.m.

PRESENT

Councillors W.R. Webb (Deputy Leader), I.M. German, D.M. Holder, D.M. Morris, E.A. Owens, A.E. Roberts and K. Wells.

Observers: Councillors M.L.I. Davies, S. Drew, M.M. Jones and J.A. Smith.

ALSO PRESENT

Chief Executive, Corporate Director of Resources and the Legal Services Manager.

APOLOGIES

Councillors E.C. Edwards (Leader of the Council), R.W. Hughes and G.M. Kensler.

ANNOUNCEMENT

Councillor W.R. Webb, Deputy Leader extended the Cabinet's sympathy to Sally Ellis, Director of Resources on the recent death of her mother, and said the Leader had sent the Cabinet's condolences . Members stood in sympathy.

1 URGENT MATTERS

The Deputy Leader of the Council gave notice of the following items which in his opinion should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972:-

- (i) Recruitment - Item 3ii - Amended paper circulated.
- (ii) Councillor E A Owens, Lead Member for Finance raised the matter of the tables used in the Assembly Rooms, Town Hall, Ruthin being unsuitable for meetings. The Assistant Chief Executive: Strategy said he would look into the possibility of procuring more suitable tables.

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 14 February 2002 (previously circulated) were submitted.

Item 10 Lease Surrender - WRVS, King's Avenue, Prestatyn: Councillor I.M. German, Lead Member for Human Resources queried whether the continued usage of the building would have cost implications. Councillor E.A. Owens, Lead Member for Finance confirmed that the building had to be totally vacated otherwise there would be cost implications for the Council from business rates.

RESOLVED that subject to the above, the Minutes of the Cabinet meeting held on 28 February 2002 be approved as a correct record and signed by the Leader.

3 RECRUITMENT (CABINET 2002 - 01)

The Deputy Leader of the Council, Councillor W.R. Webb submitted the following applications for approval:-

- (i) SO1 Mechanical & Electrical Maintenance Surveyor - Environment: Consultancy Services;

- (ii) SO1 Waste Minimisation Officer - Environment: Public Protection Department - Amended paper;
- (iii) Sc 3 P/T Royal International Pavilion Education Officer - Lifelong Learning: Culture & Leisure, and
- (iv) Sc 5 Royal International Pavilion Marketing Officer - Lifelong Learning: Culture & Leisure

RESOLVED that the external advertisement of the above mentioned posts be approved.

4 LOCAL AUTHORITY REPRESENTATION ON CLWYD COMMUNITY HEALTH COUNCIL (CABINET 2002 - 02)

Councillor W.R. Webb, Deputy Leader of the Council presented the report (previously circulated) seeking Members' consideration of the re-nomination of two of the six members who currently represent the County Council on the Clwyd Community Health Council whose term of office ends on 31 March 2002, namely Councillor D. Jones and Mr. W. Evans (Denbighshire Association of Local Councils) and how to fill the third vacancy created by the Independent Member, Councillor D.A. Thomas, not wishing to continue to represent the County Council on the Clwyd Community Health Council.

Councillor Webb, Deputy Leader said the Independent Group would provide a name for the vacancy.

RESOLVED that Cabinet approved the re-nomination of Councillor D. Jones and Mr. W. Evans (DALC) for a four year period from 1 April 2002 until 31 March 2006 and a nominee would be provided by the Independent Group for the vacancy.

5 OFF STREET PARKING PLACES ORDER (CABINET 2002 - 03)

Councillor D.M. Morris, Lead Cabinet Member for the Environment submitted the report (previously circulated) seeking Members' agreement to seal the Off Street Parking Places Order (OPPO) for Rhyl Railway Station, Crown Lane, Denbigh and the Council's free car parks. Members were asked to take account of the objections received and qualify the Off Street Parking Places Order to ensure community needs were properly incorporated. Where the objections were invalid the requests were to be overruled.

Councillor E.A. Owens, Lead Member for Finance suggested the provision of free car parks was uneven across the County. If charges were levied on some of these car parks the income could be considerable. Councillor Owens proposed an amendment to the resolution, for a review of free car parking facilities be carried out within 3 months. Councillor I.M. German, Lead Member for Human Resources seconded the request for a review. On being put to the vote putting the amendment was not carried.

Councillor W.R. Webb, Deputy Leader reminded Members that the Scrutiny Panel had thoroughly reviewed the provision of free car parks within the County.

RESOLVED that Members approve the sealing of the Off Street Parking Order, incorporating the following qualifications as requested by the Community:-

- (a) permitted parking by buses and coaches at Ffordd Talargoch (Meliden) and Craft Centre (Ruthin) car parks;
- (b) permitted parking by buses, coaches and lorries at Green Lane (Corwen) and Lon Parcwr (Ruthin) car parks;
- (c) permit 24 hour parking at Ffordd Talargoch (Meliden), Bridge Street (Corwen) and Pavilion, London Road (Corwen) car parks, and
- (ch) to overrule the remaining objections as shown in Appendix B to the report.

6 PROVISION OF OPEN SPACE / PLAY AREAS - WEST RHYL RENEWAL AREA (CABINET 2002 - 04)

Councillor D.M. Morris, Lead Cabinet Member for the Environment submitted the report (previously circulated) seeking Members' approval to allocate finances from the West Rhyl SCA to meet the cost of part funding the provision of much needed open space / play facilities in the West Rhyl Renewal Area.

Councillor E.A. Owens, Lead Member for Finance thanked the Director of Resources and the Community Agency Manager for the detailed consultation exercise into the innovative improvements to the West Rhyl Renewal Area.

Councillor D.M. Holder, Lead Member for Training, asked whether the tender documents had been received. The Director of the Environment informed Members that tenders had been received and the tendering for the second phase would take place within a week.

***RESOLVED** that Cabinet authorise the allocation of £100,000 of the West Rhyl Supplementary Credit Approval to the creation of play / open space on the John Street / Gordon Avenue sites. Officers were authorised to seek tenders for the scheme from suitable contractors and to accept the most suitable tender received in accordance with the Council's Financial Regulations and Standing Orders.*

7 WATER QUALITY REPORT - FAILURE TO REACH MANDATORY STANDARD IN 2001 - RHYL AND PRESTATYN - ENVIRONMENT AGENCY SHORT REPORT (CABINET 2002 - 05)

Councillor D.M. Morris, Lead Cabinet Member for the Environment submitted the report (previously circulated) seeking Members' agreement for the Authority to raise matters of concern with the Environment Agency relating to its report to the National Assembly for Wales on the state of North Wales beaches.

Councillor E.A. Owens, Lead Member for Finance congratulated the Directorate on their work.

***RESOLVED** that Members agree a letter be sent to the Environment Agency raising the Council's concern at the outcome of the report, requesting that action be taken to prevent further failures and that there should be a report back to Cabinet within the next 3 months.*

8 REVENUE BUDGET 2001/2002 (CABINET 2002 - 06)

Councillor E.A. Owens, Lead Cabinet Member for Finance presented the report (previously circulated) seeking Members' consideration of further actions to reduce the balance of overspendings on services. Councillor Owens said improvements continued to be made and the Authority was on target.

The Chief Executive said he had reminded Heads of Services how important it was to dispose of the Authority's negative balances.

The Corporate Director of Lifelong Learning gave an update on the three pressures within the Centrally Held School Funds to Members.

Councillor W.R. Webb, Deputy Leader congratulated the Lead Member for Finance, the Director of Resources and his staff and the Authority as a whole on the progress made to eliminate negative balances.

***RESOLVED** that Members noted the figures in the appendices and the possible future need for remedial actions to ensure the elimination of negative balances by the end of the current financial year.*

9 EXCLUSION OF PRESS AND PUBLIC

***RESOLVED** under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the*

likely disclosure of exempt information as defined in paragraphs 7, 8, 9 and 13 of Part 1 of Schedule 12A of the Local Government Act 1972.

10 DENBIGH TOWN HALL REFURBISHMENT (CABINET 2002 - 08)

Councillor W.R. Webb, Lead Cabinet Member for Property submitted the report (previously circulated) seeking Members' approval of the extension of the contract for the refurbishment of Denbigh Town Hall through negotiation with the contractor currently on site.

In reply to a query from the Lead Member for Finance, the Corporate Director of the Environment informed Members that he was of the opinion that Denbigh Town Council were in support of the scheme.

RESOLVED that Members authorised the Head of Consultancy Services to negotiate with Pen y Bryn Joinery of Denbigh to undertake the remaining refurbishment work for the ground floor at Denbigh Town Hall.

11 LOCAL GOVERNMENT PAY NEGOTIATIONS (CABINET 2002 - 09)

Councillor I.M. German, Lead Cabinet Member for Human Resources submitted the report (previously circulated) seeking Members' confirmation of adherence to the 3% provision for pay awards as previously agreed in the budget papers approved by Council.

Members discussed in general the effect of a pay award of more than 3%.

RESOLVED that Cabinet confirmed the budget assumption of a pay increase of 3%.

12 BEST VALUE: REVIEW OF HOUSING RENTS (CABINET 2002 - 10)

Councillor A.E. Roberts, Lead Cabinet Member for Personal Services submitted the report (previously circulated) seeking Members' approval of the second Best Value Review of Housing Rents including the Five Year Action Plan.

The Principal Housing Rents Officer detailed the current improved situation for Members and said tenant arrears had been reduced over the last 6 months to £814k, the lowest figure since March 2000. A 5 Year Action Plan was being introduced which would cover rent statements provided bi-annually and direct debit facilities being provided for tenants. A 25% reduction had been achieved for tenants owing more than £1k. Housing benefit overpayments were now under £200k.

RESOLVED that Members received the report and approved the second Best Value Review of Housing Rents including the Five Year Action Plan.

The meeting concluded at 10.45 a.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E C EDWARDS, LEADER OF THE COUNCIL

DATE: 12 MARCH 2002

SUBJECT: POLICY AND PRIORITIES REVIEW

1 Decision Sought

1.1 To approve the process for the Policy and Priorities Review. (see appendix)

2 Reason For Decision

2.1 The Draft Performance Management Handbook* indicates that annually Council will need to review its policy and priorities in order to set the policy planning framework for the budget setting process and the production of service plans. This process enables Members to provide strategic direction for the Authority by indicating the Council's priorities for the next three years.

*The Performance Management handbook has been discussed at Cabinet and with all Directors and Heads of Service. Training has also been held for Members and officers. Following comments received a revised handbook will now be issued.

2.2 This review is due to take place during April - June resulting in the publication of policy and budget setting guidelines in July.

2.3 Members need to agree the process within which this can be achieved. Attached is a draft proposal indicating diagrammatically the stages and incorporating the relevant input from Members and officers. As this is the first year in which a formal procedure is to be adopted, I would recommend that we regard this as a pilot year with a review at the end to determine how closely the Council was able to adhere to process and what may need changing for future years.

2.4 Members should note particularly the need to involve our partners in this process as we move into the Community Planning Process.

2.5 Finally, there is a need to stress that whilst the planning process is important, it does not solely determine the outcome as issues will arise, especially during the budget process, which will require addressing and incorporating into the Authority's priorities; e.g., the RSG settlement and budgetary problems that have not been adequately addressed previously.

3 Cost implications

3.1 The main costs of the process will be the holding of the various away days and any consultation requirements.

4 Financial Controller's Statement

4.1 The proposed process is an important element in achieving robust service budgets that reflect the Council's priorities and assist with the final delivery of the Financial Recovery Plan.

5 Consultation

5.1 The draft proposals have been discussed with the Corporate Directors and the Operations management Board who have supported the process outline.

6 Impact on Policy Areas

6.1 Providing the strategic direction for the Authority impacts on all policy areas.

7 Recommendation

7.1 That Cabinet approve the draft policy and priorities review procedure proposals.

7.2 To agree that the procedure be reviewed once the process has been completed.

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Policy And Priorities Review For 2003/2004

From April to June every year the Authority will review its policies and priorities. This process is called a Policy Review and will give Denbighshire County Council the opportunity to review its existing objectives, agree its priorities and identify the appropriate financial framework. The Policy Review will be informed by, for example, service business plans, the outcomes of consultations and best value reviews, financial and performance information, risk assessment, and the statutory framework and statutory spending assessment.

Policy and Priorities Review - Methodology

WHO	WHAT	HOW	WHEN						
			Feb	March	April	May	June	July	Aug
Directors, Heads of Service	Information Gathering								
Lead Member, Chair of Scrutiny , Director, Heads of Service, Partners	Directorate Analysis and Risk Assessment	Team Days							
Directors	Analysis of Corporate and Cross Cutting Issues	Meetings							
Lead Member and Director	Report taken to Cabinet and sent to Scrutiny	Cabinet Meeting							
Lead Member, Chair of Scrutiny , Director	Corporate Analysis and Risk Assessment	Awayday							
All Members , Directors	Presentation To Members. Information from Directorate/Corporate Analysis and Risk Assessment	Awayday							
All Members	Priorities Agreed By Members	Council							
<i>Denbighshire Citizens' Panel (For Discussion)</i>	<i>Consultation On Agreed Priorities</i>	<i>Survey</i>							
Cabinet	Guidelines Issued For The Preparation Of Budgets	Paper Distributed							

REPORT TO: CABINET

REPORT BY: COUNCILLOR K E WELLS, LEAD MEMBER FOR EDUCATION & ICT

DATE: 12 MARCH 2002

SUBJECT: IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENT

1. DECISION SOUGHT

1.1 That Cabinet agree to recommend to Council the adoption of the attached draft Implementing Electronic Government (IEG) Statement.

2. REASON FOR SEEKING DECISION

2.1 It is a requirement of the National Assembly for Wales that the Authority produces and submits an IEG Statement by 31 March 2002. The Statement details how the Authority will deliver on its commitment to implement "Electronic" government.

2.2 Cabinet has already endorsed "Delivering Quality Services", the Authority's e-Government Strategy, which is the basis of this policy.

3. COST IMPLICATIONS

3.1 In line with the NAFW guidance, detailed costs for Year 1 have been included. Costing for the actual delivery of solutions in year 2 and 3, will be ready for the 2003/04 budget round and will need to be submitted to the NAFW at that time.

4. FINANCIAL CONTROLLER STATEMENT

4.1 The costs of the proposal in the next financial year are being considered as part of the budget setting exercise for 2002/03.

5. CONSULTATIONS CARRIED OUT

5.1 This Statement has been written through consultation with the following:
The Leader of the Council, Head of ICT, Corporate Director of Resources, Chief Executive, Assistant Chief Executive (Strategy), Heads of Service, The E Government Group, Information Systems Strategy Group.

5.2 Resources, Policy Review and Scrutiny Committee endorsed the IEG Statement at its meeting on 22 January 2002.

6. POLICY IMPLICATIONS INCLUDING CORPORATE

6.1 This is in line with Council and Government policies and priorities. Specifically Best Value, e-Government, Modernisation and Community Strategy.

7. RECOMMENDATION

7.1 That Cabinet recommend to Council the adoption of the IEG Statement.



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STATEMENT

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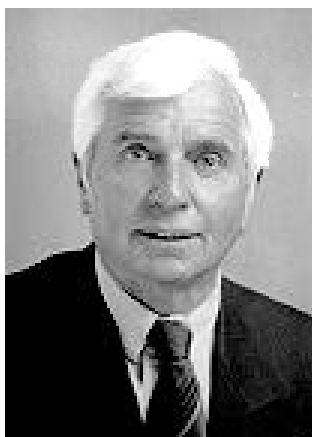
Joint Foreword

Denbighshire County Council is committed to promoting all that this diverse and vibrant County has to offer and to providing easily accessible information for everyone. As a Council we are driving forward a Vision that will ensure that our citizens can access our services when they want them using the channels that are best suited to their particular circumstances and needs. This new improved service will be a direct result of Denbighshire's commitment to deliver the benefits to citizens offered by the potential of new technology. The use of this new technology will change the way in which services can be delivered, resulting in efficient and easier to access quality services. In the future, it is expected that the majority of all communications between the public and the local Council and other service providers will be available, if required, via self-service digital transactions. However, it is acknowledged that not everyone will feel able or want to use electronic services and they too will be equally catered for.

We understand that Electronic government (e-Government) will require large-scale changes to current organisation, culture and working practices and it is our staff who will make the transformation possible. We are confident that together we will deliver on this challenge.

Whilst all parts of the Council need to understand and be committed to delivering the changes described in our statement, it is recognised that we also need to continue to develop partnerships with other public service organisations and the private sector. However, above all we need a partnership with the citizens we serve. Their needs and expectations must guide the priorities we place on changing services and the way we design their delivery.

Electronic government offers new opportunities and we see this as an exciting programme of change to which we are committed. Achievement of the aims and targets set out in this statement will enable the Council to provide better services designed around people's needs.



Councillor Elwyn Edwards
Leader of the Council



Councillor Ken Wells
Cabinet Member
with portfolio
for e-Government



Ian Miller
Chief Executive

1. Overview Summary

1.1 Background

- 1.1.1 Denbighshire is largely a rural county with tourism the largest commercial sector and agriculture the principal land use. Its population is slowly increasing. The latest population estimate is 91,843.

The service and service-related sectors account for a high proportion of jobs in the area. Unemployment stands at three per cent, compared to the Wales' national average of 3.7 per cent. Denbighshire has very few areas suffering from multiple deprivations; however, Rhyl West is the most deprived out of all the 865 electoral regions in Wales.

- 1.1.2 The County Council was formed in April 1996 as one of Wales' new unitary authorities. Comprising 47 councillors, it has no overall political control. The Council adopted a Leader and Cabinet system in January 2002, having piloted the system for some 18 months.

At the outset of the new County, a decision was taken not to have a single County headquarters, but to have a number of office bases throughout the area. County offices can be found at Prestatyn, Rhyl, Denbigh and Ruthin, with One Stop Shops at Corwen and Llangollen.

1.2 The Authority's Vision For Modern Service delivery - The Delivering Quality Services Vision

"A well managed Authority with a reputation for service quality"

- 1.2.1 Our vision is that of a well managed Authority with a reputation for providing quality services that meet the needs of the people; one which provides a viable future for young people and offers a high quality of lifestyle and choice of opportunities for all. By 2005, this will be achieved in the following way: -

- The development of an information portal containing all of the information necessary to provide the majority of responses to our customers at the first point of contact. Eventually this will be extended through partnership working on a community and national level, delivering joined up service provision. This does not mean the customer has to be a technical expert; the information portal will also be the single point of reference for all front line staff. Our customers will not have to understand how the Council works; we will have a system centered around the customer. This will mean that highly paid, skilled workers can be better utilised in the back office, resulting in more efficient and effective service delivery.
- Integrated with this will be a single system providing composite information on the customer, regardless of organisational boundaries, providing

management information that will enable us to start modeling services for the future.

- Each library will be re-branded as a new community - focused information and learning centre within a network that is accessible to the general public, with links to local schools and community centres that may be located in the more rural/marginalised areas. All of these will provide access to a whole range of information, whether it be Council services or otherwise. These will be staffed by fully trained, generic customer centric staff that can deal with customer requests on a one to one basis and provide the necessary assistance, if the customer desires, to guide them through the use of technology (the information portal) to enable them to obtain their answers independently in the future.
- In conjunction with the schools, there will also be learning centres utilised by ourselves, the public and voluntary and private sector partners, to enable our local businesses to expand markets and to encourage and help new, young businesses develop (promoting economic development).
- Denbighshire County Council will aim to become proactive in planning service delivery, enabling it to deliver services in a flexible way to the customers' needs.
- All Denbighshire County Council staff will work to a corporate customer service culture and understand both the valued part they play in delivering service and the importance of the Authority's customers.

It is intended that much of this will be designed through partnership, to suit the needs of each different community and will form part of a community strategy.

1.2.2 Here is an example of what we envisage being typical customer interaction in the year 2005.

Mrs. Thomas of St Asaph telephones Denbighshire County Council's direct number, which she knows off by heart because it is the only number you need to know when ringing the Council. The phone system recognises her number, knows that she prefers to communicate in English as opposed to Welsh and displays this to the Customer Contact Officer, as well as her address and a history of all of the previous calls Mrs. Thomas has made to the Authority.

"Good morning you are through to Dyfan in Customer Services, how can I help you?"
"I want to build an extension on my house and wonder if that is ok with you."

Dyfan is trained and knows the very basics on all services, including Planning. He proceeds to access the Planning area on his screen and the dialogue which displays the standard questions to determine if a member of the public needs to submit a Planning application. It turns out that Mrs. Thomas does, therefore Dyfan explains the process and informs Mrs. Thomas that she will need to fill in a form. He offers her four choices; a posted hardcopy form, emailed hardcopy form, a link to an online form or help in completing the application by visiting her nearest Information Centre, which is in St Asaph.

Mrs. Thomas is not too confident about filling in forms and decides that she would like to come in. After all, the Information Centre, or Library as she knows it, is only around the corner. Dyfan arranges a convenient appointment via the electronic diary system for St Asaph for 7.30 p.m. that evening. Due to an alert on the screen, he also notices that her bus pass is up for renewal. He mentions this to Mrs. Thomas and marks it for the attention of the Officer at St Asaph.

Mrs. Thomas visits the centre, is expected and greeted, sat in front of one of the public access screens and the Customer Contact Officer takes her through the online form. The validation process reduces errors to a minimum. Once complete, this automatically feeds into the Planning System for a back-office specialist to consider and to make recommendations. Before leaving, Mrs. Thomas is asked if she would also like to re-new her bus pass, which is done there and then.

As the Planning business process workflow progresses, the system will automatically update the performance indicator information that the County needs to report on, as well as e-mailing Mrs. Thomas and the Customer Contact Officer who owns the call, informing them of the progress. Based on this, knowing Mrs. Thomas is not on e-mail, Dyfan telephones her to inform her of the different stages her application is at, right the way through to its conclusion. The local councilor knows Mrs. Thomas and, as such, checks the Customer System from home to view progress of all jobs in his area. Mrs. Thomas builds the extension, which has had the relevant planning and building control checks and is a satisfied customer. The same time as the extension is completed, Revenue Services is alerted to a possible change in the Council Tax banding of the property. Mrs. Thomas visits the next local Member workshop at the Information Centre and thanks Denbighshire County Council for the excellent service.

Mrs. Thomas will be provided with choice; a quality service based around her needs. The transactions will be carried out far more efficiently and effectively than they are now, there will be a complete audit trail and automatically updated performance management information that will enable the Authority to report on staff progress and alter future policy to assure continual improvement.

1.3 Assessment of Customer Needs

1.3.1 There is a continuing rise in the interest for innovative and easier means to access information in Denbighshire. The Authority's approach to One Stop Shops, which began in 1996, was sound and demonstrated good forward thinking. However, while these facilities provide a very useful service to the citizens of Denbighshire by enabling them to have face to face contact without travelling great distances, the staff in these locations do not themselves have direct access to a great deal of information to act as intermediaries for the public.

1.3.2 Some people find it difficult to travel to Council offices and prefer to contact the Authority using other methods. Denbighshire receives the majority of enquiries by phone and the proportion of people who could potentially access services by telephone, web, or email is very high. National research (MORI) has shown that 95% of homes have a telephone and 44% a mobile phone. 53% of the Citizen 500, a panel of 500 residents who are representative of the people of Denbighshire, have PCs.

1.3.3 A customer contact feasibility study was carried out by BT Ignite in February 2000 on behalf of the Authority. BT's report highlighted areas where improvements needed to be made:

- Business process documentation
- Integration of current, separate, departmental telephone contact teams
- "Real time" call statistics to manage the standard of service being delivered
- Training on customer contact
- Single view of the customer across all departments

1.3.4 A questionnaire has been completed by the Citizen 500 consultation panel, expressing their views on the services they would wish to see available electronically. This will help to form detailed delivery plans.

1.4 Our Current Situation

1.4.1 Towards the end of 2001, the Authority installed high speed data communication links to provide up to 2 Mbps line speed to all Denbighshire schools and libraries. This was called the Learningstream project. This project has enabled the infrastructure to be set up to make schools and libraries the new learning and focal points in our communities. An application has been submitted through the New Opportunities Funding (NOF) scheme to fit out each library with PC networks that will be openly available to the public. Indications are that the application has been favourably received and positive confirmation is anticipated before the end of this financial year. This network infrastructure sets the foundations for the libraries to become:

- One Stop Shops (the single point of entry to Council services)
- All encompassing information centres
- Focal points for SME's
- Life Long Learning Centres

It is now hoped that this network can be extended further via the National Assembly Broadband Lifelong Learning Network, which can also be used as the conduit for Joined up Government in Wales.

1.4.2 A key part in our strategy for delivering e-Government is to establish a single point of access to customer information for both internal and external users, through both the Intranet or Internet. This will facilitate a single view of customer information across all departments. To that end, a new portal has been implemented to replace the old web site, which has been designed to make for simpler linking to back-end databases. Currently it is accessible only through the Internet for external users, but is in the latter stages of implementation for internal users; this is the first major step towards "browser" access to all systems and information. It also sets the foundations for the use of interactive digital TV and for easily joining up and sharing data with Central Government and other agencies such as Health Authorities, Benefits Agency etc.

1.4.3 A questionnaire was piloted in local libraries and the 'top 10' most frequently asked questions were recorded. Apart from those requesting information that cannot be supplied because of the Data Protection Act, the majority of questions were taken into account when the new information portal was set up.

1.4.4 The old web site received on average more than 5,000 hits a month and this total is expected to increase. A recent MORI survey has concluded that over 40% of customers with Internet access might, in future, gain access to Government services directly using such a portal, whilst 73% may do so indirectly by telephone, through an operator. Denbighshire County Council will aspire to match these figures. Estimates on exact numbers of individuals who will use these services are difficult to quantify, but although some people will always prefer the 'face to face' approach, there are strong indications that an increasing number of individuals will rely on electronic services such as the web, phone, or email, as long as they have confidence in the security of the services supplied. This increase in the use of ICT will benefit both staff and customer alike.

1.4.5 Denbighshire County Council is both ready and eager to make the most of new technology to improve consultation with the public. A new interactive area of the information portal has been established for the Denbighshire Citizen 500 consultation panel, to enable members with Internet access to interact with the Authority electronically. Another project that has been initiated will, on completion, enable all Community Councils in Denbighshire to have access to the Authority's email and Intranet and be able to publish their own information.

1.4.6 The Authority decided to put the whole of its ICT service through a Best Value review, to ensure that it was in a good position to deliver the technical requirements of e-Government. This inspection returned a good two star result.

1.4.7 The Authority has created a post of Project Manager with responsibility to drive forward the programme of business transformation across all services.

1.5 IEG and the Wider Modernising Agenda

1.5.1 The aim of the IEG statement and the supporting Delivering Quality Services Strategy is to translate the intentions of the Modernising Agenda, Best Value and e-Government into a practical reality for Denbighshire's residents. Specifically, this will involve the provision of all information relating to decision-making as well as consultation outcomes to be available via electronic means, either via one of our all-encompassing Information Centers or directly via the web. The system will also facilitate requests for services, enabling a co-ordinated and integrated response to customers and will provide for an interactive approach, both to service requests and enquiries.

1.5.2 Denbighshire County Council will work with the Town and Community Councils to link them up to the Denbighshire system, enabling them to interact and request provision of services, as well as for the people they serve.

1.5.3 Denbighshire County Council will research potential electronic consultation leading to e-Democracy.

1.6 Identification of important cross cutting relationships with private sector bodies

1.6.1 In order to progress with the ICT Strategy, which supports Delivering Quality Services / e-Government and to ensure delivery of a Best Value service, Denbighshire County

Council will be looking to form an innovative partnership with an outside private sector organisation, to share the risk of developing the complex, technical solutions required to deliver the vision. This is because we do not have all the skills and in particular, the resources to develop and deliver the best services on our own.

- 1.6.2 The partner with the relevant skills and accreditation, who understands our technology, our business environment and, more importantly, can commit to allocating highly skilled resource to us without high costs, will be appointed in Year 1 of the IEG Action Plan.

1.7 Identification of important cross cutting relationships with public sector bodies

- 1.7.1 Under the community strategy, Denbighshire County Council will be developing partnership working with national agencies, the voluntary sector, the private sector and local communities. The Authority is progressing a system that provides for a broad based, overall strategic partnership, supplemented by local area partnerships to provide community input into the various partnership strategies. In this, it will be essential for the sharing of electronic links via websites, as well as providing for an interactive approach at local area partnership level.

- 1.7.2 To avoid "re-inventing the wheel", Chief Executives of the six North Wales Counties of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham have given a commitment to promote co-operative working by encouraging all staff to be open in sharing best practice, policies and strategy documents with neighbours and, where possible, joint working to common themes. This has been prevalent amongst specific service sections for some time, which through collaboration on particular projects with similar aims, have achieved savings and increased effectiveness.

1.8 Overview of Anticipated Costs, Benefits & Savings

- 1.8.1 The Denbighshire methodology for progressing recognises that the work involved in scoping and specifying the business transformation is of major importance to deliver success. Therefore the funding requirements for 2002/03 will be for the detailed scoping work, which in turn will result in detailed costing for solutions with quantified returns on investment ready for 2003/04.

- 1.8.2 The returns on investment are effective service delivery (fewer complaints, better collaborative working, better use of staff resource, the right staff doing the right job, a better managed Authority). In essence, achieving more for customers within current resources.

- 1.8.3 Until firm plans are drawn up for partnerships and projects, it is impossible to estimate costs, benefits and savings accurately. However, it is difficult to foresee any financial savings in the early years until the effects of providing services in a more efficient manner begin to filter through. It is extremely unlikely that any of the current access channels will become redundant, as it is expected that a large proportion of the public will wish to continue to deal with the Authority in the traditional manner. It is anticipated that front office staff can be secured by redeployment from the back office.

1.8.4 When the Authority has fully implemented its programme, there will be potential savings on skilled staff, as many of the interactions with the public will be carried out either on a self-service basis through the web site, or through contact centre/one stop shop staff. However, any savings in this area must be viewed in the context of Denbighshire, where skilled staff in many areas are under considerable pressure because of financial constraints.

1.8.5 It is known from IEG statements produced in authorities outside of Wales that those of the size of Denbighshire estimate a first year expenditure in the order of £1m.

1.8.6 Costs quantifiable at present from year 1 are:

Element	Revenue Cost	One Off Cost
Customer Contact Project Manager	£35,000	
Local Land and Property Gazetteer	£30,000	£80,000
Members' Decision System		£50,000
Business Process Re-engineering		£80,000
Web/Information Co-ordinator	£30,000	
GIS Officer	£30,000	
Connectivity of all Community Councils	£12,500	£30,000
TOTAL	£137,500	£240,000

Year 2 and year 3 costs are expected to be significantly higher than these.

1.8.7 Costs that are anticipated but cannot be quantified as yet are:

- Staffing for extended opening hours of libraries as the new Information Centres
- ICT support for extended operation of Information Centres
- Extensive re-training

Please note that the majority of costs are not ICT related.

1.9 Electronic Service Delivery

1.9.1 Denbighshire County Council is using the SOCITM KPI 13 electronic service delivery performance indicator to monitor its provision of electronic services. This KPI is updated in accordance with advice from the DTLR and is in line with NAW PI 1.5.

1.9.2 An initial baseline assessment was carried out for the SOCITM's "Benchmarking ICT in Wales" survey in August 2001 and it is aimed to carry out the exercise in March 2002 and annually thereafter. Denbighshire County Council attempted to provide information on electronic service delivery for all relevant services indicated in the SOCITM listing. 599 out of 649 services were covered. The remaining services are not provided by the County. These services were then grouped into the 75 general headings and the KPI averages. The results for August 2001 worked out as follows: -

- Getting Information 47% of all services can be delivered electronically
- Applying to the Council 14% of all services can be delivered electronically
- Bookings 8% of all services can be accepted electronically
- Payments to Council 25% of all services can be accepted electronically
- Payments from Council 17% of all services can be delivered electronically
- Consultation 25% of all services can be handled electronically

All departments have an electronic service provision action plan that covers the next three years. It is the intention that all relevant services will be capable of being delivered electronically by 2005. Please see Appendix 2 for list of Denbighshire County Council's services.

1.10 Corporate Information Management Functions

1.10.1 Local Land and Property Gazetteer (LLPG)

The Authority will be implementing an LLPG, in the first instance as part of the planning systems already in place. This system will have interfaces to the National Land and Property Gazetteer (NLPG) and for any of the Authority's other systems, thus allowing data captured once to be used automatically many times.

1.10.2 Customer Relationship Management System (CRM)

The Authority is committed to adopting the principles of CRM. During year 1 investigations will be carried out to determine how best to implement this in the Denbighshire context. This will enable data captured once, to be propagated to all relevant back-end systems and complex relationships with customers to be managed.

1.10.3 Human Resources System

It is planned to develop an electronic Human Resources System, providing a complete directory of skills and knowledge that can be directly updated by staff. This can be referenced by a CRM system to ensure the right skills are identified to address issues.

1.11 Summary Action Plan

2002 - 2003	2003 - 2004	2004 – 2005
<ul style="list-style-type: none"> • Update Authority vision with strong links to DQS. Vision must be agreed and approved by Council and owned by all staff. • Establish a senior management taskforce to produce detailed plans within an overall programme. • Develop a corporate ICT strategy in line with DQS. • Select Private Sector e-Government partner • Business process analysis • Develop corporate Information Strategy • Develop and deliver awareness programme for all staff and Managers • Establish staff panel/focus groups. • Plan front office staff requirements • Investigate CRM solution • Finalise Technical Strategy • Finalise Information Centres Strategy • Carry out front office property review • Carry out a corporate training assessment • Develop a corporate training plan (including induction) • Develop training programme for front office staff • Prioritise back office to front office service transision • Progress corporate cross cutting projects • Progress service related quick win projects • Progress Public Sector partnerships • Recruit internally for front office staff • Evaluate systems for front office 	<ul style="list-style-type: none"> • Begin delivery of back office to front office transition • Begin redistribution of staff from back to front office • Commence delivery of training program to all staff, in particular front office • Implement CRM concept • Continue with electronic solutions and systems integration • Conclude Business Process Analysis • Continuously challenge front office/back office processes 	<ul style="list-style-type: none"> • Complete delivery of back office to front office transition • Complete redistribution of staff from back to front office • Complete electronic solutions and systems integration • Continuously challenge front office/back office processes • Progress external partnerships

2. Milestones

2.1 Developing Community Strategies & Partnerships

2.1.1 Denbighshire County Council has written to all of its 37 Town and Community Councils with an exciting ICT initiative that has been introduced to facilitate partnership and joint delivery of information to the public and between the County Council and partner councils. Each Community / Town Council has been offered access and support to link to the County Council Intranet and be able to publish and update information on shared databases.

2.2 Access To Service Strategy

2.2.1 Since its inception in 1996, Denbighshire County Council has recognised the need for and operated One Stop Shops, in particular to serve the needs of the more remote communities. Up to now, the staff at these locations have not themselves had a great deal of access directly to data. The Authority's plan now is to expand this concept by making libraries into Information and Learning Centres; the networking infrastructure has already been put into place.

2.2.2 The Authority has embraced the concept of the Contact Centre. Discussions are under way, including with other neighbouring authorities, about how this can be implemented.

2.2.3 Denbighshire County Council's Technical Strategy is about developing a single, standard system accessible via all channels – over the counter in the new all encompassing information centres, via the phone to any Council employee, via the web and also via “web services”, which means the information can be displayed by third party portals as well as digital TV providers. Discussions are taking place with Sky broadcasting along with other authorities, such as Gwynedd, on the possibilities of providing our information via digital TV.

2.3 Customer Contact

2.3.1 The keystone of Denbighshire County Council's Customer Contact Strategy is the development of a single, standard system, which will not only deliver information from disparate systems to front office staff but will also enable them to perform functions or parts of functions currently undertaken by back office staff.

2.3.2 This will necessitate the identification and process mapping of all functions carried out by the Authority. It will then be necessary to examine in detail all of these processes and identify which processes, or parts of processes, can be performed by front office staff. Where necessary, some of these processes will be re-engineered.

2.3.3 Coupled with the technical solution, the Authority will be developing a Customer Contact Strategy, which will address all aspects of customer contact, in particular the current issues referred to in 1.3.3., which were highlighted by the BT Ignite survey.

2.4 Timescale For ESD Availability

2.4.1 Detailed implementation plans have not yet been compiled. The broad action plan, to which the Authority is working, is contained in Appendix 1.

2.4.2 In broad terms, Year 1 (2002/03) will be taken up with important preparatory work, planning, getting the foundations in place, both technical and human and tackling quick wins ready for a prioritised implementation plan to be delivered in years 2 and 3.

2.4.3 The planning aspects will cover:

- The selection of a private sector e-Government partner to assist with delivery
- Mapping and re-engineering business processes
- Planning the redistribution of staff between front and back office
- Progressing Public Sector partnerships
- Planning the training program

2.4.4 On the technical side, the Technical Strategy will be confirmed and the necessary base hardware and software procured.

2.4.5 On the human resources side, a Project Manager for e-Government will be appointed to drive the action plan.

2.5 Timescale For Co-ordination With National Projects

2.5.1 National Land and Property Gazetteer (NLPG)

The Council is committed to the NLPG as an initiative and, in order to move forward, has created a working group to deal with the issue as part of a coherent strategy relating to property and geographic information solutions.

The group is raising the internal profile of both the NLPG and the Local Land and Property Gazetteer (LLPG) and is proceeding to action the initial stages of the implementation plan that has been prepared. The process of identifying and allocating sufficient resources is currently being undertaken.

Other areas where the initiative is being progressed include drafting job descriptions, the software procurement process and outlining projected work and information flows.

It is the Council's intention that the LLPG will be implemented in the 2002/03 financial year. This system is key to the implementation of National Land Information System (NLIS) and IDeA Electoral Registers.

2.5.2 National Land Information System (NLIS)

The Authority is committed to signing up with NLIS. At present, the Legal Services Department is evaluating suitable IT systems, with a view to implementation in 2002/03 financial year.

2.5.3 IDeA Electoral Registers

The Authority is involved in discussions with IDeA regarding the National Electoral Register. When the appropriate guidance has been received from IDeA, the Authority will progress with the project.

2.6 How To Link To UK On-line

2.6.1 The Authority is committed to linking to the Government portal, UK online, at the appropriate time in its development programme before March 2005. This will allow citizens to access information from a number of different agencies in one place. The Authority is also closely monitoring the progress of the proposal from the National Assembly for Wales to develop an all-Wales portal and, when this is set up, Denbighshire County Council is planning to be part of this exciting development.

2.7 Timescale for converging with e-GIF

2.7.1 The progress of a revised Technical Strategy is extremely complex and will require the assistance of a 'private industry' partner and extensive staff training. This includes such areas as connectivity of backend databases to the Internet.

2.7.2 The foundations should be in place by March 2003, including the implementation of a pilot project, to align with the three key e-GIF policies of: -

- alignment with the Internet,
- adoption of XML
- browser as the key interface

Subsequently, depending on business needs, we will be moving all customer-facing systems to the new standards - to complete by 2005.

2.8 Timescales for Teleworking

2.8.1 A teleworking pilot was recently implemented on a small scale for individuals who both met the teleworker criteria and whose interaction with the centre could be facilitated by the current electronic information systems. The pilot showed that, in comparison, Denbighshire County Council's electronic information systems are still in their infancy and require significant development in order to reach the levels of successful organisations. Coupled with this, due to the low property and high network costs in Denbighshire, teleworking would not provide a revenue saving should this be

extended at the present time. However, the Authority is committed to teleworking because of its links to Agenda 21, Social Inclusion and Economic Regeneration. This will also form part of any future property review. In particular, the investigation into a flexible hot desking type environment, proved to be more conducive to employee performance and satisfaction.

- 2.8.2 The hardware/software infrastructure is in place to allow secure working and, as such, is used as a convenience measure for restricted applications. However, as electronic systems are further developed up to 2005, the opportunity of teleworking can be extended to other staff.

3. Taking IEG Forward - Managing the Transition

3.1 Management & Resources

3.1.1 The Cabinet Member for ICT and the Director of Resources have already been appointed as IEG Member and Officer champions respectively, with the responsibility for meeting the Government targets and will form part of the Senior Management Task Force which will be led by the Chief Executive. This Task Force will also include the Head of ICT, the Head of Personnel and the Assistant Chief Executive (Strategy).

3.1.2 As discussed in Section 1.8, there are likely to be significant investment requirements associated with the implementation of eGovernment in Denbighshire. It is planned to firm up on detailed solution strategies during 2002/03 and it is at that stage that firm figures will be available. The Authority is committed to delivering eGovernment and the solutions will be formulated to fit the funding available.

3.1.3 The generation of cost savings in the medium term is doubtful. Return on investment from IEG will be efficiency and effectiveness, which means the target is to do more within existing budgets. However, the Council will thoroughly investigate all avenues for realising savings, particularly from the transformation of business and service delivery processes. The possibility of decommissioning traditional channels will be investigated, although current indications are that additional, rather than replacement facilities are expected.

3.2 Business Options & Tactics

3.2.1 To deliver the complete Modernisation, Best Value and eGovernment vision, where the whole of Denbighshire County Council transforms to be a truly modern, accountable, efficient and effective organisation delivering what the customer wants, requires a radical transformation both in working practices.

3.2.2 As indicated above, steps will be taken in 2002/03 to restructure working practices to achieve the vision.

3.2.3 Following on from consultations, two models for delivery of the solution will need to be considered at the end of Year 1: -

OPTION 1 - Externalisation

A solution that has been tried in other authorities is to look to the private sector for externalisation on the delivery of the vision.

These models usually involve significant upfront investment in the delivery of the Council's vision by the private sector partner, with a return to them in the long term, in that they take a sizable percentage of all future savings. They also have the option to use their products and business partners for delivery.

In order for it to be viable, the externalisation could not be solely based on the delivery of the vision; it would also have to focus on areas where the private sector could make the most significant savings with their economies of scale.

The process for selection and negotiation of such deals takes approximately 18 months and costs in the region of £200,000 for external advice and help, as well as taking up a lot of staff resource.

Due to its size, Denbighshire County Council may not receive the major upfront investments that the larger authorities have accrued and subsequent profitability for a private sector partner may be less.

OPTION 2 - In- House & Best Sourcing, as required

This option is based on “best” sourcing, which assumes the courage, strong leadership and drive needed for Denbighshire County Council to make the required radical changes and deliver a solution in house. Best sourcing refers to the use of partners in areas where we are short of skills.

There may be a requirement for loose partnerships with the private sector, to bring in the relevant technical skills and assist in the delivery over the next three-year period. The delivery of the vision would be the responsibility of senior managers, officers and Members of Denbighshire County Council.

It is hoped that for larger elements, for which other Authorities have a like requirement, (e.g. e-Procurement) we would be able to agree on partnership approaches.

The difference between option 1 and option 2 is that in the latter, the Authority would need to invest up front, in order to gain benefits and savings in the long term.

Choosing an Option

To proceed with either option in the long term would firstly require a fuller and more detailed options' appraisal. i.e. A detailed Best Value review on delivering the strategic vision. However, coupled with this is the urgent need to progress.

Therefore delivery would have to be based on Option 2 in the short term, subject to a Best Value review to decide on the best direction in the long term.

When we should carry out the review is a matter for determination. However, sufficient resource must be allocated to a review of this magnitude and it should not be at the detriment of resource committed to the workloads of delivering this option.

3.3 Private Sector Partnership

- 3.3.1 During recent years the ICT Department has increasingly fostered the partnership approach with the private sector. The negotiation of contracts and the provision of services are much more collaborative affairs than has previously been the case. The Department is currently seeking to select a technology partner to further e-Government and will continue to seek strategic, technical, operational and financial partners to work with in the implementation of the technical aspects of e-Government.

- 3.3.2 The Authority is committed to working in partnership with outside bodies and agencies, as is evident from initiatives currently on-going with Community Councils and different community, regional and national groups.

3.4 Risk Assessment

Risk	Probability	Impact	Management Measures
Insufficient commitment from Members	Low	High	<ul style="list-style-type: none"> ✓ Cabinet e-Champion in place ✓ Leader and Cabinet signed up to "Delivering Quality Service" vision
Insufficient commitment from senior managers and staff <ul style="list-style-type: none"> • Political reluctance by the heads of departments to the front / back office environment. • Resistance to the essential cultural change. 	Medium	High	<ul style="list-style-type: none"> ✓ Corporate Director already charged with e-Government responsibility ✓ E-Government Group to be replaced with Senior management Task Force ✓ Workshop held for all Heads of Service ✓ Project Manager to be appointed with responsibility to deliver ✓ Measurement of progress to be built into Performance Management Framework ✓ Identify business champions who have a vision of how they can demonstrably improve service delivery or reduce costs. ✓ Work with the business champions to ensure that the solutions delivered provide the maximum benefit. ✓ Set up a Change Programme Board responsible for delivering change.
Organisational changes not implemented	Medium	High	<ul style="list-style-type: none"> ✓ Involve all stakeholder groups in organisation design ✓ Early commitment from Personnel Department to manage organisational and people issues
Insufficient funding	High	High	<ul style="list-style-type: none"> ✓ Produce Cost / Benefit analysis for every project. Return on investment to be one of the major criteria against which projects are undertaken. Those that have the highest ROI receive the earliest attention and the largest amount of resource ✓ Prove Best Value ✓ Seek Public and Private partnerships to share costs

Inability to attract partners	Medium	High	<ul style="list-style-type: none"> ✓ Promote the benefits arising from such partnerships, both Public and Private
Citizens may not move to new channels	Medium	Low	<ul style="list-style-type: none"> ✓ Customer surveys to deliver what is wanted ✓ Develop a marketing strategy for new channels ✓ Investigate incentives
Skills shortages not addressed	Medium	High	<ul style="list-style-type: none"> ✓ Seek to appoint Project Manager with appropriate skills ✓ Training programme in e-skills and customer services
<p>Degradation of the current support levels enjoyed by key users.</p> <ul style="list-style-type: none"> • Unable to support current systems. • Users unhappy with the service levels delivered by the ICT development staff. 	High	High	<ul style="list-style-type: none"> ✓ Resource planning to cater for the impact on existing systems and make recommendations to the Senior management Task Force for a business decision on allocation of resource. ✓ Create a long-term recruitment and training plan that caters for transition to the new ICT environment. ✓ Maintain dialogue with the user community so they understand the business priorities driving ICT development. ✓ Consider packages instead of in-house developments for all non DCC specific needs.
<p>Data Protection legislation conflict</p> <ul style="list-style-type: none"> • Lawsuits, corporate negligence claims and loss of confidence from customers. 	Medium	High	<ul style="list-style-type: none"> ✓ Consult with DP Registrar ✓ Ensure that accessibility conforms with security policy
Poor definition and co-ordination of projects	Medium	Medium	<ul style="list-style-type: none"> ✓ Set rules that prevent projects starting unless clearly defined, including costs and benefits ✓ Project Manager to have responsibility for coordination
Appropriate ICT hardware and software infrastructure not in place	Low	High	<ul style="list-style-type: none"> ✓ Project started to determine requirements, constrained to open standards and architectures ✓ Adopt Pilot project to prove concept
Changes in Central Government requirements	Medium	Medium	<ul style="list-style-type: none"> ✓ Keep involved in the decision making processes with NAFW.

3.5 Skills Needs Analysis

3.5.1 To ensure the successful implementation of this statement, specific skills will be needed by four main groups: Members, Senior Management, other Officers and our service users. An initial analysis of the skills required by the Authority in order to reach its target of 2005 was undertaken and the findings are shown in the table below. The Personnel Department will be responsible for developing a corporate training plan and delivery mechanism in year 1, to be delivered in years 2 and 3.

Required Skill	Required By	Required Through
Leadership: - Strong leadership is required to oversee and manage the implementation of e-Government.	Members Senior Management	Quarterly conferences Away Days Training Plan
Motivation: - Drive and enthusiasm is needed by all staff if we are to meet our target	Members Senior Management All other Officers	Training Plan
Performance Management	Members (Scrutiny) Senior Management	Training Plan
Project Management: - Project management and technical development skills are limited and these are essential to successful management of change.	Members Senior Management All other Officers	Formal Methodologies Training Plan
Business Analysis/System Development: - We require in-house business analysts who are experienced in business system development and analysis.		Training Plan Recruitment External Consultants
Business Process Re-engineering	Business Analysts Senior Management	Training Plan Recruitment External Consultants DQS Project Manager Potential partnership with Universities
Employee Development: - All employees and Members need training in the new customer focused way of working, including customer services, which will complement their development so that interaction between the Council and its Citizens is not de-personalised	Members Senior Management All other Officers	Training Plan IIP European Computer Driving License Standard
Negotiation & Contract Management: - With the advent of partnerships, negotiation and contract management skills will be essential	Members Senior Management	Training Plan
Procurement: - The Authority has already formed a Group to look at procurement. There are savings to be made here.	All staff with responsibility for procurement	Training Plan
End User Awareness and Skills: - As part of our Life Long Learning Strategy, we offer training to the public via our all-encompassing information centres.	Service Users (Citizens)	Life Long Learning New Opportunities Fund European Computer Driving License Standard
ICT Technical Courses: - In order to	ICT Staff	Training Plan

deliver the technical aspects of e-Government, there will be a need for highly skilled ICT staff		Recruitment Technology Partner
Knowledge / Information Management: - This is seen as a tool to foster the transport of information and knowledge across departments; it is the practice of sharing expertise, protocol, and the roles of that department with other departments	Everyone	Training Plan
Mentoring & Coaching	Senior Management Team Leaders	Training Plan Skills Transfer
Risk Management: - Required in order to ensure that we recognise critical areas of risk and uncertainty and to enable us to plan for these.	Senior Management	Training Plan

Delivering Quality Services Key Actions

2001/2002	2002/2003	2003/2004	2004/2005
Consider and evaluate possible private sector partners.	Update Authority vision with strong links to DQS. Vision must be agreed and approved by Council and owned by all staff	Begin delivery of back office to front office transition	Complete delivery of back office to front office transition
Find and cement public sector partnerships - commonality of themes and ideas.	Establish a senior management taskforce to produce detailed plans within an overall programme.	Begin redistribution of staff resource, based on results of interview, from back to front office.	Complete redistribution of staff resource from back to front office.
Conclude and report on consultations with public.	Complete a corporate ICT strategy in line with DQS.	Commence delivery of training programme to all staff and cross fertilisation of skills on all "new" front office business processes.	Conclude development and implementation of electronic solutions to support and deliver DQS, as well as integrate into back office systems.
Conclude and report on consultation with services.	Develop corporate Information Strategy	Implement necessary changes to Customer Services Contact Centre	Periodically challenge front and back office business processes and improve.
Conclude collection of Electronic Service Delivery lists and Action Plans and report findings.	DQS Project Manager to commence delivery of action plan commencing with: <input checked="" type="checkbox"/> Take an overall view of the project. <input checked="" type="checkbox"/> Detailed definition of requirement and understanding of quick wins. <input checked="" type="checkbox"/> Final prioritisation and plans for implementation of quick wins. <input checked="" type="checkbox"/> Definition of Denbighshire Customer Service Culture <input checked="" type="checkbox"/> Collation and dissemination of consultation data.	Integrate e-HR, Local Land and Property Gazetteer into new basic Customer Relationship Management System.	Progress external partnerships.

	<input checked="" type="checkbox"/> Provide foundation for Customer contact director or equivalent. <input checked="" type="checkbox"/> Develop and deliver awareness programme for all staff and managers. <input checked="" type="checkbox"/> Develop and deliver staff satisfaction survey, report on and use results as part of prioritisation of which business processes to examine. <input checked="" type="checkbox"/> Begin development and investigation into training plan for new cross directorate youth quality service team. <input checked="" type="checkbox"/> Manage and deliver quick win projects. (See appendix 6) <input checked="" type="checkbox"/> Provide detailed quarterly reports on progression of this plan.		
Set local targets and PIs for e Government	Appoint Quality Service Manager or if unsuccessful equivalent skills from professional consultants.	Continue with development and implementation of electronic solutions to support and deliver DQS, as well as integrate into back office systems.	
Evaluate and review service project submissions	Select a private sector e-Government partner to assist with delivery.	Once operational, before year-end re-challenge front and back office business processes. Implement changes.	
Approve strategy	Select University to carry out Business Process Project to start Jan 2002?		
Approve Action Plan	Carry out business process project, managed by Project Manager, based on the more widely used first. DEADLINE FOR 60% - JULY 2002		

Determine priorities of corporate projects to start next year.	Direct recommended changes in business processes, including planning for split between front and back office. DEADLINE FOR 60% 0 JULY 2002		
Determine which service specific projects put forward will be quick wins and will not interfere with overall progress of business process re-engineering.	Quantify staff resource requirement at front office and make the relevant arrangements for budget redistribution for 2003/04.		
Prepare a robust IEG Statement to be submitted by 31st March 2002.	Link in and have input into the formulation of a new Denbighshire "Code of Practice"		
Prepare a Denbighshire Broadband Technical Commitment Document to NAFW to pull in maximum funding.	ICT to finalise review of technical strategy in support of new corporate business process model.		
Advertise to Universities for Business Process Project_	Challenge requirements for multiple front office sites in the same localities (look to put under one roof). Re-brand and promote Libraries as the new Information Centres with longer opening hours and relevant security.		
Implement Learningstream	Progress with Corporate Cross Cutting Projects based on demands and priorities of public (set last year). Projects to date are: <input checked="" type="checkbox"/> Community Councils Online <input checked="" type="checkbox"/> Members decisions system <input checked="" type="checkbox"/> Customer Services Contact Centre Development Project - Finalise strategy <input checked="" type="checkbox"/> Begin Implementation of e-HR System. <input checked="" type="checkbox"/> Implementation of NAFW		

	<p>100Mbps POP and link to the Wales Lifelong Learning Network</p> <p><input checked="" type="checkbox"/> Customer Contact Quick Wins</p> <p><input checked="" type="checkbox"/> Implement Customer Service Culture</p> <p><input checked="" type="checkbox"/> Customer Centric Portal Developments</p> <p><input checked="" type="checkbox"/> NLPG Project</p>		
Implement Libraries Network Project.	Progress with public sector partnership projects (if true like minded partner found). Hopefully E Procurement.		
Consider Customer Contact Feasibility report and quick wins	Progress with service specific quick win projects. (Recent list defined in Appendix 6).		
Begin reviewing ICT Strategy to work in parallel with the DQS Strategy. (Depending on timing)	Advertise for new front office staff (internally) from all back office skill sets ready for next year.		
Appoint DQS Project Manager to be dedicated to delivery of action plan.	Carry out a corporate training assessment and develop a training plan including induction and front office staff.		
	Based on documented business processes and priorities - evaluate and consider third party systems to support delivery and automate the production of management information.		
	Establish staff panel/focus groups.		

LIST OF SERVICES

	Obtaining information	Applying to the council	Bookings	Payments In	Payments Out	Consultation & Feedback
Adoption & Fostering	100	0	n/a	100	100	20
Allotments	0	n/a	n/a	n/a	n/a	10
Animal Health/ Issues	80	25	0	25	0	10
Archives/Historical/Museums Services	75	50	50	25	0	10
Arts & Entertainment	40	0	0	25	0	10
Building Control	0	n/a	n/a	25	n/a	50
Buildings Services/Energy conservation	10	5	5	25	0	10
Business Rates	10	n/a	n/a	n/a	n/a	10
Car Parks	0	0	0	25	n/a	10
Cemeteries & Crematoria	80	n/a	n/a	25	n/a	10
Child Protection	100	0	n/a	n/a	n/a	20
Cleansing Services	0	n/a	n/a	25	n/a	66
Community Issues	70	n/a	n/a	25	n/a	50
Conservation	0	0	n/a	25	n/a	10
Council Tax	30	10	n/a	100	n/a	33
Council Tax Benefits	10	0	n/a	n/a	100	33
Countryside Service	10	n/a	n/a	n/a	n/a	10
Crime & Disorder	100	10	n/a	n/a	n/a	10
Disabilities	100	0	n/a	n/a	n/a	20
Drainage & Sewerage	10	10	0	25	n/a	10
Economic Development	50	0	0	25	0	10
Education	90	90	50	60	90	80
Education - Adult/Lifelong	80	80	80	70	80	70
Education - Further/6th Form	80	80	60	60	80	70
Education - General	80	80	60	60	80	70
Education - Pre school	80	80	60	60	80	70

Education - Primary	80	80	60	60	80	70
Education - Secondary	80	80	60	60	80	70
Education - Special Needs	80	80	60	60	80	70
Electoral Registration	10	0	n/a	n/a	n/a	20
Emergency Planning	100	n/a	n/a	n/a	n/a	n/a
Environmental Health	50	0	0	25	0	10
Europe	80	0	0	25	0	10
Footways & Pavements	10	10	0	25	n/a	25
Fraud Hotline	n/a	n/a	n/a	n/a	n/a	n/a
General Council Matters	100	n/a	n/a	n/a	n/a	10
Grants	60	0	0	25	0	10
Grounds Maintenance	0	n/a	n/a	n/a	n/a	33
Health	95	0	n/a	n/a	n/a	20
Highways Maintenance	10	20	0	25	n/a	25
Home Care Service	75	0	n/a	100	100	20
Housing	20	0	0	25	0	10
Housing Benefits	33	0	n/a	n/a	100	20
Housing Repairs	20	0	0	25	0	10
Human Resources	0	n/a	n/a	n/a	n/a	n/a
Industrial Services	20	0	0	25	0	10
Jobs	100	100	n/a	n/a	n/a	10
Land Charges	10	n/a	n/a	25	n/a	10
Landscape & Horticulture	0	0	n/a	n/a	n/a	10
Legal & Administration	33	10	0	25	n/a	20
Leisure Services	20	0	0	25	0	20
Libraries	50	0	n/a	25	n/a	20
Licensing	10	0	0	25	0	10
Markets & Town Centres	10	n/a	n/a	n/a	n/a	10
Members Information	100	n/a	n/a	n/a	n/a	25
Mobility	100	0	n/a	n/a	n/a	20
Parks, Playgrounds & Open Spaces	20	0	0	25	0	10
Pest Control	20	0	0	25	0	50

Planning	30	5	0	25	0	10
Press and Public Relations	100	n/a	n/a	n/a	n/a	25
Public Right of Way	20	10	0	25	n/a	25
Public Transport	30	10	0	25	n/a	25
Recycling & LA 21	80	n/a	n/a	n/a	n/a	25
Refuse & Waste Collection & Disposal	50	n/a	n/a	n/a	n/a	33
Registrar of Births, Marriage and Deaths	80	0	0	25	n/a	20
Safety	80	n/a	n/a	n/a	n/a	25
Snow Clearance and Gritting	10	10	0	n/a	n/a	25
Social Services	75	0	n/a	100	100	20
Street Lighting	10	20	0	n/a	n/a	25
Student Grants	100	n/a	n/a	n/a	n/a	n/a
Tourist Information	10	0	0	25	0	10
Trading Standards	60	10	0	25	0	10
Traffic Management	10	10	0	25	n/a	25
Welsh	90	90	90	90	90	90
Youth Service	10	0	0	25	0	10
Maximum no. services available by ESD	75	75	75	75	75	75
Average percentage of functions available by ESD (KPI results)	47%	14%	8%	25%	17%	25%

GLOSSARY

Glossary	Brief Description
BACS	Electronic transfer between banks
Best Value	Mechanism of continuous improvement
BS7666	Standard for storing addresses in computer systems
Contact Centre	Telephone query office
Citizen 500	A panel of 500 residents who are representative of the people of Denbighshire
CRM	Customer Relationship Management System
DPA	Data Protection Act
DTLR	Central Government - Dept. of Transport, Local Government & the Regions
ECDL	European Computer Driving License
e-GIF	Electronic Government Interoperability Framework. Standards that make data sharing easier
ESD	Electronic Service Delivery
EU	European Union
GIS	Geographical Information System (Maps & Places)
HR	Human Resources
IDeA	Improvement and Development Agency
IIP	Investors In People (initiative encouraging formal training programmes)
Interoporability	Term used to describe how information & technology standards have to be addressed so that they can be shared.
NAW PI 1.5	National Assembly for Wales Performance Indicator - the percentage of interactions with the public, by type of transaction, which are capable of electronic service delivery which are being delivered using internet protocols or other paperless methods
NGFL	National Grid For Learning
NLIS	National Land Information Service
NLPG	National Land & Property Gazetteer
NOF	New Opportunities Fund
OSS	One Stop Shops ((Multi service, face to face customer contact)
Portal	A secure internet site with access to personal information
ROI	Return on investment
SMEs	Small to Medium Enterprises
SOCITM	Society of Information Technology Management
UK-Online	Government Citizen portal, for informing relevant bodies of changed life events
Video Conferencing	Using a computer, digital television or Kiosk to have a face to face conversation
WAP	A standard referring to internet access through mobile telephones
XML	Extensible Mark-up Language - an internet standard for displaying and transferring information

REPORT TO CABINET

REPORT BY : CHIEF EXECUTIVE
DATE: 12 MARCH 2002
SUBJECT: CONTRACTS MANAGEMENT BOARD -
REVISIONS TO TERMS OF REFERENCE

1. DECISION SOUGHT

To agree proposals to Council to amend the terms of reference for the Contracts Management Board, as an interim measure, to bring its operations within the financial procedures that apply to all other parts of the Council; and to provide for its minutes to be included in the Council's Minute Book.

2. REASON FOR SEEKING DECISION

The terms of reference for the Contracts Management Board were agreed by the Council in December 1997, under legislation that created direct services organisations. This legislation has now been repealed following in particular the introduction of Best Value. The compulsory competitive tendering regime has come fully to an end with the decision a few months ago that the National Assembly would no longer require councils to submit information on financial performance. In addition, the changes in governance as a result of the move to a Leader with Cabinet system mean that overall management of executive functions will rest with Cabinet from May 2002.

The level of accountability of the Contracts Management Board to the full Council was raised by several members in the Council meeting on 26 February, and I undertook to bring forward proposals to address their concerns.

The proposals in this paper do not imply that the Board has in any way stepped outside the powers that were delegated to it in 1997. Indeed, the Board and the managers of contract services have been successful in turning performance around and have created a healthy level of balances. Nor do the proposals in this paper affect the contracts that are already in place.

As an interim measure, allowing time for consideration of the most appropriate management arrangements from May 2002 onwards, I propose that the following changes are recommended to full Council at its meeting on 26 March, to take immediate effect:

Capital Expenditure

There are good reasons why the Council should retain tight control over capital expenditure, however it may be funded (up to now the Board has funded capital expenditure from its accumulated reserves). Against that backdrop, there should be consistency of approach and all capital expenditure by the Board should be subject to the same level and process of scrutiny and challenge as in other parts of the Council.

The existing provisions in the terms of reference are not sufficiently explicit as to their effect, and the Board may take decisions on capital expenditure without reference to the Capital Programme Group, Cabinet or Council. It should be made clear that the Contracts Services Department is subject to exactly the same capital procedures as the rest of the Council. (The minutes of the Board for 31 January indicate that it

already intends to adopt this approach, so the principle does not appear to be at issue.)

Because the contract services reserves are generally used to fund only capital expenditure, the effect of this change is that control over the reserves will pass to the Cabinet and full Council. It is important that this change is implemented in a way that encourages Contract Services to continue to generate surpluses which can be used for planned and appropriate investment.

Revenue Budgets

The existing practice is that revenue income and expenditure is monitored by the Contracts Management Board, without reference to Council. The bulk of the income comes from the contracts with various directorates of the Council and, to that extent, the Board's budget is approved by full Council. However there are other sources of income.

It would be appropriate to formalise the rôle of Cabinet and full Council. The Board's budgeted income and expenditure for 2002-03 should be reported to Cabinet and in future years should be subject to formal approval as part of the overall budget of the Council. Monitoring of the Board's overall budget should form part of the monthly reporting to Cabinet.

Minutes

Paragraph 6 of the terms of reference for the Contracts Management Board provide that:

“(iii) minutes of meetings shall not be included in the Council's Minute Book. In common with all other matters however they will be available for inspection except that minutes containing exempt information will only be available for persons having a right of access to such information; and

(iv) questions on any matter relating to the Board may be asked at any meeting of the Council in accordance with the Council's Standing Orders.”

The case for publishing the minutes in line with normal conventions is strong. The current provisions do not promote full accountability within the modernised structure for the Council and are inconsistent with open government.

Future Arrangements

In the light of the ending of compulsory competitive tendering many councils have already made adjustments to the management and accountability arrangements for what used to be their direct services organisations. Consideration is being given to whether more substantial changes than those proposed in this report should be made, which would affect the need for and place of the Contracts Management Board within the Council's political structures. A further report will be brought forward in due course.

3. COST IMPLICATIONS OF THE REPORT

Minimal - the Capital Programme Group will experience a minor addition to its workload, and there will be some additional copying and stationery costs. These costs can be absorbed within existing budgets.

4. FINANCIAL CONTROLLER'S STATEMENT

It would appear timely for the accountability arrangements of the Contract Services Department to be brought into line with the rest of the Council.

5. CONSULTATION CARRIED OUT

Chair of the Contracts Management Board, Cabinet member for Finance, Assistant Chief Executive (Contract Services), Corporate Directors - Resources, Education and Lifelong Learning and Environment, County Clerk- all are content with the proposed changes on capital expenditure, revenue budget and minutes.

6. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The revised arrangements will bring the Contracts Management Board within existing corporate procedures and result in a common approach to control of capital and revenue budgets across the Council, following the ending of the Assembly's requirement for separate financial reporting.

7. RECOMMENDATIONS

It is recommended that:

- 7.1 a paper be submitted to the meeting of full Council on 26 March to seek Council's agreement to amending the terms of reference for the Contracts Management Board as outlined above. The County Clerk and I will agree the detailed wording of the amendments, which will be set out in the paper;
- 7.2 a further paper is brought forward by May 2002 to the Modernising Panel and Cabinet about the future of the Contracts Management Board within the political structures of the Council.

REPORT TO CABINET

REPORT BY: COUNCILLOR R W HUGHES, LEAD CABINET MEMBER FOR CULTURE, LEISURE AND TOURISM

DATE: 12 MARCH 2002

SUBJECT: CULTURE AND LEISURE CHARGES 2002-03

1 DECISION SOUGHT

1.1 To seek approval for the 2002-03 charges for culture and leisure facilities and services.

2 REASON FOR SEEKING DECISION

2.1 It is necessary to review and set our charges for the next financial year. Appendices 1 to 4 are attached which set out the current and proposed new charges for a number of Culture and Leisure services.

2.2 In proposing the charges I have had regard to:

- the Council's financial recovery objectives.
- market conditions and neighbouring authorities' charges.
- likely customer/user reaction and price elasticity.
- 2002-03 Budget Strategy, which assumes a 2% increase on all income.
- new facilities and attractions (e.g. 'The Gruelling Experience' at Ruthin Gaol)
- rural recovery objectives.
- consistency in charging across the County.
- new grant conditions (eg New Opportunities Fund ICT Learning Centres)

2.3 The demands of the Financial Recovery Plan and the proposed budget strategy require us to take a very hard look at our income and charges to ensure that spending is in line with budgets. This is also emphasised in the Council's Statement of Priorities for 2002-03 (C1.3). A significant proportion of total expenditure in Culture and Leisure has to be met from income. Income from charges covered by this report in 2001-02 is budgeted at £642K. Income generation is particularly critical in leisure, which is also under the most pressure to address underfunding / eliminate overspending through cost reduction measures and enhanced income. It is for these reasons that a number of leisure charges have been increased above the 2% budget assumption. However, in general, our charges will still be comparable with neighbouring authorities (eg proposed adult swim in Denbighshire £2, current charges in Conwy £2.30, Wrexham £2.05, and Flintshire £1.80) but these will all be increased for next year. Members should also note that our Leisure Card scheme will continue to offer discounted prices to all residents who choose to participate (see para 2.5 below).

2.4 Whilst many charges have been increased in line with the proposed budget strategy, other considerations have been given priority in respect of some charges where no increases are proposed or charges have been reduced. Examples include pegging Country Park car parking fees and Plas Newydd charges in the interests of rural recovery. A condition of the New Opportunities Fund grant for developing ICT Learning Centres in our Libraries is that Internet access must be free, hence the withdrawal of this charge.

2.5 The social inclusion and equal opportunities agendas have also been considered. For example, some charges for Library and Information services have been reduced or streamlined. The recent Libraries' Best Value Inspection emphasised this point and the need to attract more users. It is also important that the Leisure Card initiative is maintained as part of the Council's policy on equal opportunities and social exclusion. We do not yet have experience of a full year's operation of the card and do not therefore propose to change the 10% and 33% discounts for next year, but it is proposed to extend entitlement to include

casual 'pay and play' sessions at our fitness suites. Appendix 5 summarises the current position with Leisure Card takeup and the discounts that will be available for 2002-03 if the charges are approved. Proactive marketing and promotion of the Leisure Card will continue next year, particularly in our most disadvantaged communities.

2.6 A specific issue which I should draw your attention to are the charges for hire of Llangollen Town Hall. In previous years the rates have been set by the Management Committee and were unrealistically low. They came nowhere near covering the cost of the facility, and were not comparable with charges in our other Community Buildings. It is proposed that the charges for this venue should be in line with other similar facilities in the County, such as Denbigh Town Hall. However, Cabinet may wish to consider whether this increase should be phased in or not.

3 COST IMPLICATIONS

3.1 Many of the charges have been increased above the 2% budgeted increase in income which will assist with bringing future spending in line with budgets, particularly in Leisure. It is estimated that the new charges will generate approximately £672K in income in 2002-03, which represents an overall increase of 5% for Culture and Leisure. However this is an estimate as many Culture and Leisure services are subject to market trends and fluctuations, which can have an impact on income.

4 FINANCIAL CONTROLLER STATEMENT

4.1 The proposals have produced recommended charges that are estimated to ensure income reaches the target budget and may produce further income to reduce service budget pressures. This is consistent with the Council's aim to review charging levels and maximise income from service users.

5 CONSULTATION CARRIED OUT

5.1 The proposed charges have been drawn up in consultation with service managers and other staff. The Chief Executive, Corporate Director and the Culture and Leisure Finance Manager have also been involved. The Lifelong Learning Policy Review and Scrutiny Committee have also been consulted and have endorsed the proposals. The views of Denbighshire Sports Council have also been invited on the proposed Leisure Charges, but no comments have been received at the time of preparing this report.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

6.1. Provision of culture and leisure services is a quality of life issue. However, the principal impacts of this report are concerned with the Councils financial recovery plan and budget strategy, but there are also implications for social exclusion policy (eg Leisure Card, ICT Learning Centres).

7 RECOMMENDATION

7.1 That the proposed Culture and Leisure Charges for 2002-03 be approved.

7.2 That Cabinet consider what action should be taken in respect of phasing in the proposed increase in charges for Llangollen Town Hall.

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CULTURE AND LEISURE CHARGES 2002-03

ARCHIVES AND HERITAGE

Service	Current Charge £	Proposed Charge 2002 - 03 £
Plas Newydd Llangollen		
Adult	2.50	2.50
Child	1.25	1.25
Senior Citizen	2.00	2.00
Family	6.00	6.00
Group Rates (10+)	10% discount	10% discount
(Note: Charges for 2003-04 will be increased to reflect HLF funded improvements to the facility)		
Ruthin Gaol 'Gruelling Experience'		
Adult		3.00
Child	N/A	2.00
Senior Citizen		2.00
Family		8.00
Group Rates (30+)		10% discount
Archive Services		
A4 Photocopy	30p	30p
A3 Photocopy	50p	50p
A4 Colour Photography	1.60 + surcharge	1.60 + surcharge
A3 Colour Photocopy	2.20 + surcharge	2.20 + surcharge
A4 Microprint	75p	75p
35mm Microfilm	Price on application (min £15)	Price on application (min £15)
Certified Copies	£3 + cost of copying	£3 + cost of copying
OS Maps	£3 + surcharge	£3 + surcharge
Photographic Prints/Slides	Cost of reproduction + surcharge	Cost of reproduction + surcharge
Surcharge	£2.50 per order; £10.00 for express orders.	£2.50 per order; £10.00 for express orders
Post and Packing Charges	Min £2.50	Min £2.50
Research Service	£18 per hour (1/2 hr min at £9.50p)	£18 per hour (1/2 hr min at £9.50p)

CULTURE AND LEISURE CHARGES 2002 - 03

COUNTRYSIDE

Service	Current Charge £	Proposed Charge for 2002 - 03 £
Loggerheads Car Park		
Up to 1 hour	20p	20p
1 - 4 hours	1.20	1.20
All day	2.50	2.50
Moel Famau Car Park		
Up to 1 hour	20p	20p
1 - 4 hours	1.00	1.00
All day	2.00	2.00
Annual Car Park Permit	20.00	20.00

CULTURE AND LEISURE CHARGES 2002 - 03

LEISURE

Service	Current Charge £	Proposed Charge for 2002 - 03 £
LEISURE CENTRES		
Swimming		
Full	1.80	2.00
Under 16/Over 60's	1.00	1.10
Under 5's	Free	Free
Splash Time: Full	1.75	2.50
Splash Time: Under 16/Over 60's	1.10	1.50
Family	Varied	4.50
Showers	1.00	1.10
Season Ticket (6 month)	50.00	55.00
Under 16/Over 60's	25.00	27.50
Pool Hire	On application	On application
Club/Gala/Parties		
Swimming Lessons (Ratio 1 : 10)		
Full	2.50	2.80
Under 16/Over 60's	1.80	2.00
Indoor Sports:		
Sports Hall		
Full	20.50	22.00
Under 16/Over 60's	14.50	16.00
Badminton Courts		
Full	5.00	5.50
Under 16/Over 60's	3.50	4.00
Table Tennis		
Full	3.50	4.00
Under 16/Over 60's	2.50	3.00
Small Hall/Gymnasium		
Full	13.50	14.00
Under 16/Over 60's	8.50	9.00

Squash (40 minutes)		
Full	4.50	4.60
Under 16/Over 60's	2.50	2.60
Activities/Room	8.50	9.00
Meeting Rooms	9.50	10.00
Spectators		
Full	.50	.60
Under 16/Over 60's	.30	.40
Fitness Rooms		
Full (Pay & Play Per Session)	4.00	4.00
Rhyl - Planet Pulse	3.20	3.30
Corwen / Llangollen		
OUTDOOR FACILITIES		
All Weather Pitches		
Full Size	35.00	36.50
Full	33.00	34.50
Under 16/Over 60's		
Small Pitch	17.50	18.50
Full	12.00	12.50
Under 16/Over 60's		
Outdoor Sports:		
Bowls	1.60	1.70
Full	1.10	1.20
Under 16/Over 60's		
Season (6 months)	40.00	42.00
Full	28.00	29.00
Under 16/Over 60's	-	800
Sports Clubs (new charge)		
Tennis	3.80	4.00
Singles Full	2.80	2.90
Under 16/Over 60's		
Grass Pitches :		
Soccer		
(with changing & showers)	25.00	26.50
per Match	150.00	160.00
Season Full	100.00	110.00
Season(Under 16/Over 60's)		

Soccer		
(no changing & showers)		
Per Match	15.00	16.00
Season Full	100.00	110.00
Under 16/Over 60's	75.00	80.00
Cricket		
per Match	25.00	26.50
Season Full	150.00	160.00
Under 16/Over 60's	100.00	110.00
Rounders		
per Match	12.00	12.50
Season	110.00	120.00

Note.

1. Charges for saunas / sunbeds etc are set with regard to partnership agreements with commercial operators.
2. Rate for commercial usage of Sports Halls is x 2 the hire rate or by negotiation.

Service £	Current Charge £	Proposed Charge for 2002 - 03 £
COASTAL FACILITIES		
Deck Chairs		
Hire	1.50	1.50
Deposit	1.00	1.00
Caravan Rallies (on Council owned land)		
	5.00	6.00
Marine Lake		
Boat Launch Ramp		
Day Pass	6.00	6.50
Season Ticket	27.30	30.00
Golf		
Pitch & Put	2.00	2.50
Deposit	1.00	1.00
Crazy Golf/Putting		
Adult	1.00	1.00
Under 16/Over 60's	0.80	0.80
Deposit	1.00	1.00

Service	Current Charge £		Proposed Charge for 2002 - 03 £
	Full Charge	Commercial	
COMMUNITY BUILDINGS			
Rhyl Town Hall			
Daytime	28.50		30.00
Evening	33.00		35.00
Conference	23.50		26.00
Hourly Rate -			
Daytime	15.00		16.00
Evening	18.00		19.00
Denbigh Town Hall			
Daily	82.00	160.00	86.00
Morning	35.50	63.00	37.00
Afternoon	35.50	88.50	37.00
Evening	44.00	110.00	46.00
Council Chamber	14.50	15.00	15.00

Hourly Rate -			
Daytime			12.00
Evening			14.00
Ruthin Town Hall			
Market Hall (Daily	60.50	<i>109.00</i>	63.50
Morning	25.00	<i>55.00</i>	26.50
Afternoon	25.00	<i>55.00</i>	26.50
Evening	30.50	<i>68.50</i>	32.00
Council Chamber			
Morning	25.00	<i>46.50</i>	26.50
Afternoon	25.00	<i>46.50</i>	26.50
Evening	25.00	<i>58.00</i>	26.50
Assembly Hall			
Morning	44.00	<i>72.50</i>	46.00
Afternoon	44.00	<i>72.50</i>	46.00
Evening	55.00	<i>90.50</i>	58.00
Hourly-			
Daytime			12.00
Evening			14.00
Neuadd Edeyrnion			
Daily	31.50	<i>66.00</i>	33.00
Morning	15.50	<i>30.00</i>	16.50
Afternoon	21.00	<i>42.00</i>	22.00
Evening	21.00	<i>42.00</i>	22.00
Hourly Daytime			6.00
Evening			8.00
Corwen Pavilion			
Daily (Hall only)	98.50		100.00
(with chairs)	198.50		200.00
Below 500	-		
Above 500	-		
Over 900	-		
Morning	20.00		21.00
Afternoon	30.00		31.50
Evening	53.50		56.00
Hourly Daytime			8.00
Evening			10.00
Llangollen			
Daily	17.00		86.00
Morning	8.00		37.00

Afternoon	13.00		37.00
Evening	35.00		46.00
Hourly Daytime	4.00		12.00
Evening	7.00		14.00
Council Chamber	6.00		15.00

Notes:

1. Commercial rate will be charged at x 2 the hire fee or negotiated fee dependant on costs.
2. Hire charges for Llangollen Town Hall are increased to bring them into line with other comparable venues in the County. These increases may be phased in.

CULTURE AND LEISURE CHARGES 2002 - 03

LIBRARY AND INFORMATION SERVICE

Service	Current Charge £	Proposed Charge for 2002 - 03 £
ICT		
Internet session/ library members	1.00	free
Internet session / non members	2.00	free
Purchase of computer disks	1.00	1.00
Printing		
Computer printouts / black and white	0.10	0.05
Computer printouts/ colour	0.30	0.25
Fax		
First page UK	1.50	0.50
Other pages UK	0.60	0.50
First page Europe	2.00	1.00
Other pages Europe	1.50	1.00
First page rest of the world	3.00	1.00
Other pages rest of the world	1.50	1.00
Photocopies		
Black & White A4 @ Rhyl	0.10	0.10
Black & White A3 @ Rhyl	0.15	0.15
Colour A4 @ Rhyl	1.00	1.00
Colour A3 @ Rhyl	1.50	1.50
Black & White A4 @ all other libraries	0.10	0.05
Black & White A3 @ all other libraries	0.15	0.10
Room Hire (per session)		
Community Room (all Libraries)	7.00	8.00
Lecture Room (Rhyl)	11.00	12.00
Commercial Bookings (all Libraries)	18.00	20.00
Exhibition Hall (Rhyl)	20.00	25.00

Requests		
For books and other items (16 yrs and over)	0.60	0.50
For books and other items (under 16)	free	free
Additional charge for items acquired from outside Denbighshire and Flintshire	1.50	1.50
Music Loans		
Videos	1.00	1.00
CD's	0.75	0.75
Talking Books	free	free
Fines		
1 day late	0.10	0.10
2 days late	0.20	0.20
3 days late	0.30	0.30
4 days late	0.40	0.40
5 days late	0.50	0.50
6 days late	0.60	0.60
1 week late	0.80	1.00
2 weeks late	1.20	1.50
3 weeks late	1.60	2.00
4 weeks late	2.00	2.50
5 weeks late	2.50	3.00
6 weeks late	3.00	3.00
7 weeks late	3.50	3.00
8 weeks late	4.00	3.00
9 weeks late	4.50	3.00
10 weeks late and over	4.50	3.00
Replacement cost for lost & damaged stock		
Adult / Hardback	16.00	16.00
Children / Paperback	6.00	6.00
Children / Hardback	9.00	9.00
Children / Paperback	4.00	4.00
Books damaged when used by children under 5 years old	no charge	no charge
Sale of withdrawn stock		
Information books for adults/hardback	1.00	1.00
All other books	0.50	0.50
CD's	1.00	1.00

Special offers and clearance sales	various	various
Commission		
Sale of charity publications	10%	10%
Sale of commercial publications	30%	30%
Exhibition sales	30%	30%

Notes:

Requests - The £1.50 fee for inter- library lending will be retained on a cost-recovery basis. The original decision to abolish the charge was the social inclusion agenda.

Photocopier Charges - Rhyl Library has a state of the art colour copier which produces B/W copies at an actual cost of 10p. Costs for this service will not be recovered if the charge is set below this figure. All other libraries have B/W copiers, and the 5p charge covers this cost and ensures that we are comparable on price with other high street copy shops.

Fines - After 6 weeks the overdue item will reach the maximum fine of £3. This will then be forwarded to Debtors for payment, including the full replacement cost of the outstanding items.

CULTURE AND LEISURE CHARGES 2002 - 03

PROPOSED LEISURE CARD DISCOUNTS

ACTIVITY	FULL CHARGE £	STANDARD £	PATHWAY £
Swimming			
Full	2.00	1.80	1.30
Under 16/Over 60's	1.10	1.00	0.70
Badminton			
Full	5.50	4.90	3.70
Under 16/Over 60's	4.00	3.60	2.70
Table Tennis			
Full	4.00	3.60	2.70
Under 16/Over 60's	3.00	2.70	2.00
Squash (40 minutes)			
Full	4.60	4.10	3.10
Under 16/Over 60's	2.60	2.30	1.70
Bowls			
Full	1.70	1.50	1.20
Under 16/Over 60's	1.20	1.10	0.80
Tennis			
Full	4.00	3.60	2.70
Under 16/Over 60's	2.90	2.60	2.00
Fitness Room			
Full (Pay & Play)			
Rhyl	4.00	3.60	2.70
Corwen/Llangollen	3.30	3.00	2.20

Number of Leisure Cards issued (to 31 January 2002):

Standard	29	
Pathway	<u>51</u>	
Total	80	(41% of cards issued to Rhyl residents)

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E C EDWARDS, LEADER OF THE COUNCIL

DATE: 12 MARCH 2002

SUBJECT: BUSINESS DEVELOPMENT GRANTS

1 DECISION SOUGHT

To approve the procedure for dealing with Business Development Grant applications in excess of £15,000.

2 REASON FOR SEEKING DECISION

The Cabinet will be aware that the Head of Economic Regeneration has delegated powers in conjunction with the Lead Member to deal with business development grant applications up to £15,000. It is necessary to consider the best way of dealing with grant applications above that limit. [As part of a review of delegations to officers which the Chief Executive will commission as we move to a new constitution, a proposal may be made in due course to increase the delegation to officers and including delegation to officers alone.]

All the applications fall into a category of Local Authority operations which require greater confidentiality than that conferred by the normal Part II processes. There is a need therefore to consider the most effective and accountable way of dealing with these commercial in confidence applications and to restrict access to the sensitive commercial information to those with a genuine need to know. I have concluded that the most appropriate way of dealing with it is by forming a small panel of the relevant portfolio Lead Members together with senior Finance and Economic Regeneration officers.

3 COST IMPLICATIONS

Nil

4 FINANCIAL CONTROLLER STATEMENT

The establishing of the Panel will provide an appropriate forum for the consideration of the larger grant applications.

5 CONSULTATION CARRIED OUT

I have consulted with the Director of Resources, County Clerk and Head of Economic Regeneration who approve the report.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The report assists the Economic Development Strategy.

7 RECOMMENDATION

That applications for business developments grants in excess of £15,000 be determined by the Head of Economic Regeneration in consultation with a panel to consist of the Lead Members for Economic Development, Finance and Environment and the Deputy Leader together with the Financial Controller and that decisions taken by the panel be reported to the Cabinet.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E C EDWARDS, LEADER OF THE COUNCIL

DATE: 12 MARCH 2002

SUBJECT: LOCAL AUTHORITY REPRESENTATIVE ON THE AREA ENVIRONMENT GROUP

1 DECISION SOUGHT

The appointment of a representative for Denbighshire on the Area Environment Group.

2 REASON FOR SEEKING DECISION

Councillor P Douglas does not wish to continue as the representative for Denbighshire on the Area Environment Group.

The Environment Scrutiny Committee has considered the matter and was unable to put forward a nomination and resolved that Cabinet be requested to nominate a representative for Denbighshire on the Area Environment Group.

3 COST IMPLICATIONS

None.

4 FINANCIAL CONTROLLER STATEMENT

None at this stage.

5 CONSULTATION CARRIED OUT

Environment Scrutiny Committee

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

None.

7 RECOMMENDATION

That Cabinet appoint a representative for Denbighshire on the Area Environment Group.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR K E WELLS, LEAD MEMBER FOR EDUCATION AND ICT

DATE: 12 March 2002

SUBJECT: LOCAL MEMBERS NOMINATIONS FOR LEA GOVERNORS

1 DECISION SOUGHT

The appointment of LEA Governor representatives.

2 REASON FOR SEEKING DECISION

Under the Education (Schools Government) Regulations 1989 the function of appointing LEA school governors now falls to Denbighshire County Council in respect of those schools within County.

3 COST IMPLICATIONS

None.

4 FINANCIAL CONTROLLER STATEMENT

None at this stage.

5 CONSULTATION CARRIED OUT

All County Councillors.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

None.

7 RECOMMENDATION

That the following nomination(s) for LEA Governor appointment(s) be approved, the names listed below being the names nominated by the Local Members(s) for the Schools

BETWS GWERFIL GOCH C.P.

Local Member: Councillor E.W. Williams

No. of LA Governors: 2

No. of Vacancies: 2

Mr Trebor Clement Edwards, Pen y Bryniau, Betws Gwerfil Goch 18.12.00

Mr Robert Gareth Williams, Bodynlliw, Betws Gwerfil Goch 18.12.00

NOMINATIONS

Mr Trebor Clement Edwards, Pen y Bryniau, Betws Gwerfil Goch.

Mr Robert Gareth Williams, Bodynlliw, Betws Gwerfil Goch.

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Social Services

Service: Children's Services

Post Title: Reviewing Officer 37 hours per week - 2 year post to 31 March, 2002

Salary Grade: PO3 sc 39-42 £26,310 - £28,422

JUSTIFICATION FOR EXTERNAL RECRUITMENT

This post is funded through the Performance Incentive Grant and as such will be a temporary contract, the Children's Services are stretched for qualified Social Workers who could apply for this vacancy and feel that it is essential to advertise externally in order not to create vacant posts elsewhere which would cause further problems for the Service.

(This part **must** be completed for **all** posts)

Cost Implication

1 The additional spend for this post (full year effect) can be contained within the Service budget.

2 ~~The appointment will lead to a budget overspend of £ k.~~

* Delete as appropriate

Financial Controller Statement

External funding is available to finance the cost of this post and the appointment will be made for the period for which this funding is forthcoming.

Signed: [Signature] (Corporate Director) Date: 21/2/02

Signed: [Signature] (Cabinet Lead Member) Date: 14 Feb. 2002

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date:

Approved Refused

Comments/Reasons

Please return this form to the Director of the Employing Directorate.

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Social Services Service: Children's Services

Post Title: Social Worker Temporary post 31/3/2004

Salary Grade: SW 1- 3 scp 24-34 £16,734 - £22,971

JUSTIFICATION FOR EXTERNAL RECRUITMENT

There are no qualified Social Workers available internally to apply for this temporary post based in Ruthin Local Office. This post is funded by Children First until 31/3/2004. The team are having difficulty dealing with case loads at present, and expect the work to backlog quickly without someone being placed in post as soon as possible. *Already advertised internally.*

(This part **must** be completed for **all** posts)

Cost Implication *

- 1 The additional spend for this post (full year effect) can be contained within the Service budget.
- 2 ~~The appointment will lead to a budget overspend of £ k.~~

* Delete as appropriate

Financial Controller Statement

"External Funding is specifically available to finance the cost of this post until 31 March 2004. The appointment must be made on the basis that the termination date is also 31 March 2004."

Signed: Jall (Corporate Director) Date: 21/2/02

Signed: A.R. Roberts (Cabinet Lead Member) Date: 14 Feb. 2002

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date:

Approved Refused

Comments/Reasons

Please return this form to the Director of the Employing Directorate.

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Social Services Service: Children's Services

Post Title: Social Worker Hospital 21 hours per week 2 year contract

Salary Grade: SW 3 scp 32-34 £21,702 - £22,971

JUSTIFICATION FOR EXTERNAL RECRUITMENT

There are no qualified Social Workers available internally to apply for this temporary post based in Ysbyty Glan Clwyd. This post is funded by Sargent Cancer Care, and as such they are keen to appoint to this post as soon as possible in order to deal with the children and young people diagnosed with cancer. *The external funders require open advertising.*

(This part **must** be completed for **all** posts)

Cost Implication *

- 1 The additional spend for this post (full year effect) can be contained within the Service budget.
- ~~2 The appointment will lead to a budget overspend of £ _____ k.~~

* Delete as appropriate

Financial Controller Statement

"This post will be funded for two years from the start of the contract date by Sargent Cancer Care. The appointment should be made on the understanding that the post will only exist for a period of two years."

Signed: [Signature] (Corporate Director) Date: 21/2/02

Signed: [Signature] (Cabinet Lead Member) Date: 14 Feb 2002

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date:

Approved Refused

Comments/Reasons

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Social Services Service: Children's Services

Post Title: Team Manager 37 hours per week temporary 12 months

Salary Grade: PO3 sc 39-42 £26,310 - £28,422

JUSTIFICATION FOR EXTERNAL RECRUITMENT

This post is for a twelve month period to cover the secondment of the substantive post holder, as there is a shortage of qualified Social Workers within the Children's Service. The Head of Client Services has agreed that it is sensible to seek external advertising agreement, as it will cause further shortages within the service when it is already short staffed.

(This part **must** be completed for **all** posts)

Cost Implication *

- 1 The additional spend for this post (full year effect) can be contained within the Service budget.
- ~~2 The appointment will lead to a budget overspend of £ k.~~

* Delete as appropriate

Financial Controller Statement

The cost of this temporary post will need to be contained within the service budget available.

Signed: [Signature] (Corporate Director) Date: 21/02/02

Signed: [Signature] (Cabinet Lead Member) Date: 14 Feb: 2002

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date:

Approved Refused

Comments/Reasons

CABINET 12-032002

AGENDA ITEM: 10 v
CABINET 2002-19

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Social Services

Service: Purchasing Section

Post Title: Social Worker 37 hours per week permanent post

Salary Grade: SW1-3 sc 24-34 £16,734 - £22,971

JUSTIFICATION FOR EXTERNAL RECRUITMENT

"This is a vacancy in Ruthin Local Office. The post has been vacant since last October / November and has been covered on a temporary basis since. The post holder is responsible for undertaking new assessments and for covering Social Work Duty for two days per week. We would request permission to advertise externally immediately as this post needs to be covered urgently."

(This part must be completed for all posts)

Cost Implication *

- 1 The additional spend for this post (full year effect) can be contained within the Service budget.
- 2 The appointment will lead to a budget overspend of £ k.

* Delete as appropriate

Financial Controller Statement

The latest year end projection for the Directorate in the current financial year is an overspending of £30k. Efforts are ongoing to identify offsetting savings. The costs in 2002/3 from filling these posts will need to be contained within the funding available.

Signed: Jau (Corporate Director) Date: 27/2/02

Signed: A.R. Roberts (Cabinet Lead Member) Date: 2/3/02

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date: _____

Approved Refused

Comments/Reasons

Please return this form to the Director of the Employing Directorate.

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: ENVIRONMENT

Service: CONSULTANCY (Design Services)

Post Title: ARCHITECTURAL ASSISTANT Salary Grade: SO1

JUSTIFICATION FOR EXTERNAL RECRUITMENT
(This part must be completed for all posts)

Vacant post on the staffing structure for Design Service
Funding available. At present full time agency
staff employed. Workload envisaged over next 12 months
supports appointment of temporary architectural assistant
for 12 months. No interest shown from internal advertisement.
Post will replace agency staff.

Rod Bond
Hofr. 1/02/02.

Cost Implication *

1 The additional spend for this post (full year effect) can be contained within the Service budget.

~~2 The appointment will lead to a budget overspend of £ 0 k.~~

* Delete as appropriate

Financial Controller Statement

The latest year end projection for the Directorate for the current financial year is breakeven. The costs in 2002/3 will need to be contained within the funding available

Signed: [Signature] (Corporate Director) Date: 8-2-02

Signed: [Signature] (Cabinet Lead Member) Date: 14.2.02

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date: _____

Approved Refused

Comments/Reasons

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: ENVIRONMENT

Service: CONSULTANCY (Valuation & Estates)

Post Title: PROPERTY TECHNICIAN

Salary Grade: Scale 5

JUSTIFICATION FOR EXTERNAL RECRUITMENT
(This part must be completed for all posts)

Temporary 12 month appointment to address property backlog of work. Post will be self financing from income received from various sources. Replaces agency staff. Post advertised internally, no internal applications received. NB income source, £110k capital funding for estate database

Cost Implication * Implementation in the main plus land disposal fee fod bond 11/5 1/2/02

1 The additional spend for this post (full year effect) can be contained within the Service budget.

~~2 The appointment will lead to a budget overspend of £ k~~

* Delete as appropriate

Financial Controller Statement

The latest year end projection for the Directorate for the current financial year is breakeven. The costs in 2002/3 will need to be contained within the funding available.

Signed: [Signature] (Corporate Director) Date: 8-2-02

Signed: [Signature] (Cabinet Lead Member) Date: 14.2.02

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date:

Approved Refused

Comments/Reasons

Please return this form to the Director of the Employing Directorate.

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: ENVIRONMENT

Service: CONSULTANCY (DESIGN SERVICE)

Post Title: BUSINESS MANAGER

Salary Grade: TRAINEE Scale 4 to Sol.

JUSTIFICATION FOR EXTERNAL RECRUITMENT
(This part must be completed for all posts)

12 month temporary appointment. Post available on the staff structure. Funding available. Post originally internally advertised with no internal applications received. There is a need to address the financial information requirements of the group as outlined in the recent Audit report on the service short term, possibly long term. It is intended to review the position in twelve months and if a permanent post is deemed necessary readvertise internally.

Cost Implication * Replaces agency staff.

R Bowden
1/02/02

1 The additional spend for this post (full year effect) can be contained within the Service budget.

~~2 The appointment will lead to a budget overspend of £ k.~~

* Delete as appropriate

Financial Controller Statement

The latest year end projection for the Directorate for the current financial year is breakeven. The costs in 2002/3 will need to be contained within the funding available.

Signed: [Signature] (Corporate Director) Date: 8-2-02

Signed: [Signature] (Cabinet Lead Member) Date: 14.2.02.

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date:

Approved Refused

Comments/Reasons

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: ENVIRONMENT Service: CONSULTANCY (Valuation & Estates)

Post Title: PROPERTY DATA OFFICER Salary Grade: Scale 4 subject to job evaluation

JUSTIFICATION FOR EXTERNAL RECRUITMENT
(This part must be completed for all posts)

Temporary 12 month appointment to address property backlog of work. Post will be self financed from income received from various sources. Replaces agency staff. Post advertised internally, no internal applications received. N.B income source. £100k capital funding for estate database

Cost Implication * *implementation in the main plus land disposal fees* *Rod Bowdler H.R. 1/02/02*

1 The additional spend for this post (full year effect) can be contained within the Service budget.

~~2 The appointment will lead to a budget overspend of £ k.~~
* Delete as appropriate

Financial Controller Statement

The latest year end projection for the Directorate for the current financial year is breakeven. The costs in 2002/3 will need to be contained within the funding available.

Signed: [Signature] (Corporate Director) Date: 8-2-02

Signed: [Signature] (Cabinet Lead Member) Date: 14-2-02

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date:

Approved Refused

Comments/Reasons

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Resources Service: Revenues

Post Title: Support Services Officer (Technical) Salary Grade: S01

JUSTIFICATION FOR EXTERNAL RECRUITMENT
(This part **must** be completed for **all** posts)

Post has been advertised internally and no applications have been received

The post will provide maintenance and development support to the computer systems in the Revenues division, and provide essential backup to the Support Services Manager, ensuring business continuity.

Cost Implication *

The additional spend for this post (full year effect) can be contained within the Service budget.

~~2~~ The appointment will lead to a budget overspend of £ k.

* Delete as appropriate

Financial Controller Statement

The filling of this post is essential to continue the improvements in service delivery and areas of concern previously highlighted, particularly in relation to IT support.

The post forms part of the additional funding agreed by Cabinet this year, and is within budget.

Signed: [Signature] (Corporate Director) Date: 26.2.02.

Signed: [Signature] (Cabinet Lead Member) Date: 26.2.02

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date:

Approved Refused

Comments/Reasons

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Resources

Service: Revenues

Post Title: Revenues Assistant (Clerical)

Salary Grade: 1

JUSTIFICATION FOR EXTERNAL RECRUITMENT

(This part **must** be completed for **all** posts)

The Revenues Assistant (clerical) post has previously been advertised internally and there were no applicants.
It is essential we fill this post in order to maintain the improvements made within the benefits team.
This is the second post out of a team of four clerical staff. The post holder left following maternity leave

Cost Implication *

1 The additional spend for this post (full year effect) can be contained within the Service budget.

Financial Controllers Statement

This post is important to maintain the service improvements that have been achieved over the recent months and to enable the service to continue to tackle the outstanding issues previously highlighted.

Signed: [Signature] (Corporate Director) Date: 28/2/01

Signed: [Signature] (Cabinet Lead Member) Date: 28/2/02

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date: _____

Approved Refused

Comments/Reasons

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Lifelong Learning
Post Title: Denbigh Castle Custodian

Service: Heritage
Salary Grade: Man 2

JUSTIFICATION FOR EXTERNAL RECRUITMENT
(This part must be completed for all posts)

This temporary post is required as a matter of urgency so that Denbigh Castle can be opened to the public at Easter. Permission to advertise externally is requested. It is unlikely due to the temporary, part-time and seasonal nature of this post that an internal advertisement would produce candidates for recruitment.

Cost Implication *

- 1 The additional spend for this post (full year effect) can be contained within the Service budget.
 - 2 The appointment will lead to a budget overspend of £ k.
- * Delete as appropriate

Financial Controller Statement

The costs of this P/T, seasonal post are part funded from external sources, with the balance to be funded from entrance fees income.

Signed: Sioned Bowen (Corporate Director) Date: 28.02.02

Signed: KWells (Cabinet Lead Member) Date: 28.2.02

TO: CABINET

Signed: _____ (on behalf of the Cabinet) Date: _____

Approved Refused

Comments/Reasons

REPORT TO CABINET

CABINET MEMBER: Councillor K E Wells - Lead Member for Education and ICT
DATE: 12 March 2002
SUBJECT: School Meal Prices

1 DECISION SOUGHT

To agree a recommendation to Council about proposed school meals price increases to take effect on 1 May 2002.

2 REASON FOR SEEKING DECISION

The present and proposed level of charges for school meals are as follows:

	<u>Present</u>	<u>Proposed</u>	<u>Increase</u>
Primary Paid Meal	£1.30	£1.35	5p 3.8%
Primary Free Meal	£1.35	£1.35	Nil
Secondary Set Meal	£1.44	£1.50	6p 4.2%
Secondary Free Meal	£1.44	£1.50	6p 4.2%
Adult Meal ex VAT	£1.65	£1.70	5p 3.0%
Adult Meal inc VAT	£1.94	£2.00	6p 3.1%

In Secondary Schools, apart from the 'Meal of the Day', all items are costed on an individual basis. It is therefore proposed that the price increase for these items be raised by no more than 4% for any individual item, rounded to the nearest penny.

Because the price of school meals is an education issue, the present legal requirement is that the full Council has to take the decision so that co-opted members have the opportunity to comment. (We need to ensure that, under the new constitution, the matter is in future for Cabinet alone.) The Cabinet is therefore being invited to agree the recommendation to Council for its meeting on 26 March. This is too late for introduction of new charges from 1 April because we have to give adequate notice to parents and it is therefore proposed to implement them from 1 May.

3 FINANCIAL IMPLICATIONS

- 3.1 The cost of a school meal to parents will rise by about 4%.
- 3.2 The cost of free schools meals to the Directorate of Lifelong Learning will increase by £5867. This cost will be absorbed within the Directorate's budget. This needs to be seen in the context of paragraph 3.3.
- 3.3 The Contract Services Department estimates that, on the basis of the proposed charges in this paper, its income, expenditure and profit from school meals in 2002-03 will be as follows. The profit will be added to the reserves of the Contracts Management Board.

Income	Expenditure	Profit
£2,015,000	£2,005,000	£10,000

4 FINANCIAL CONTROLLER STATEMENT

The periodic review of charging rates is consistent with the Council's Corporate Objective C1.3 to 'continue to implement strategies to maximise income opportunities'.

5 CONSULTATION CARRIED OUT

Contract Services - in agreement
Lifelong Learning Scrutiny Panel - in agreement

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Children of poor families are entitled to free meals. The definition of entitlement is if the parents or guardians are in receipt of Income Support or Job seekers Allowance (Income Based). The impact of the price changes is proportionately greater on parents who are just above this threshold. There is a risk that the increase in prices may cause some children to choose less healthy options e.g. By buying from local "fast food" shops or not to buy lunch at all.

7 RECOMMENDATION

7.1 That Cabinet recommend to Council the proposed school meals price increases set out in paragraph 2, to take effect on 1 May 2002.