

CABINET

Minutes of the Cabinet meeting held in the Monsanto Suite, Royal International Pavilion, Llangollen on Tuesday 12th March, 2002 at 10.00 a.m.

PRESENT

Councillors E.C. Edwards (Leader), D.M. Holder, R.W. Hughes, G.M. Kensler, D.M. Morris, E.A. Owens, A.E. Roberts, W.R. Webb and K.E. Wells.

Observers: Councillors M.LI. Davies and R.J.R. Jones.

ALSO PRESENT

Chief Executive, Corporate Director of Resources, Financial Controller and the County Clerk.

APOLOGIES

Councillor I.M. German.

1 URGENT MATTERS

The 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) Additional paper - School Meal Prices - Agenda Item 11A (Cabinet 2002 - 20A)
- (ii) The Chief Executive would update Members on a Home Office policing statement.

2 MINUTES OF THE CABINET (CABINET 2002 - 11)

The Minutes of the Cabinet meeting held on 12 March 2002 (previously circulated) were submitted.

Item 6 Provision of Open Space / Play Areas - West Rhyl Renewal Area (Cabinet 2002 - 04): Second paragraph should read "Councillor E A Owens, Lead Member for Finance thanked the Corporate Director: Environment..."

RESOLVED that subject to the above, the Minutes of the Cabinet meeting held on 12 March 2002 be approved as a correct record and signed by the Leader.

3 POLICY AND PRIORITIES REVIEW (CABINET 2002 - 12)

The Leader of the Council, Councillor E C Edwards presented the report (previously circulated) seeking Members' approval of the Policy and Priorities Review process as outlined in the Appendix to the report. The Assistant Chief Executive: Strategy referred Members to the additional page of the Appendix which had been printed in error.

Councillor E A Owens, Lead Member for Finance expressed concern that the budget process was excluded but was assured that the subject of the paper was the review process, not the budget setting process.

The Chief Executive informed Members that the review would become an annual process and stressed the importance of reviewing policies and priorities. The end July deadline was so that the result could feed into the budget process for 2003-04.

RESOLVED that Cabinet approve the draft policy and priorities review procedure proposals and agree the procedure be reviewed once the process has been completed.

4 IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENT (CABINET 2002 - 13)

Councillor K E Wells, Lead Member for Education and ICT presented the report (previously circulated) seeking Members' approval to recommend to Council the adoption of the draft Implementing Electronic Government (IEG) Statement attached to the report. Councillor Wells stressed the key issues involved in the document and said Members' involvement and commitment to E-Government was crucial. He said that E-Government (Electronic Government) was perhaps misleading and Effective Government would be more apt. Customer service would be the priority and Councillor Wells referred Members to the fictitious customer (page 5) as an example of the way services could be provided to the public.

Councillor E A Owens, Lead Member for Finance agreed the paper was impressive and referred Members to the Summary Action Plan (page 12) and queried whether sufficient attention had been given to workload implications of the Action Plan. She stressed that it was important every Corporate Director was able to deliver. Councillor Owens suggested a review process should be built in as the Statement would have major implications on both revenue and capital budgets.

The Chief Executive said that Councillor Owens' concerns would in part be addressed by the establishment of an E-Task Force which he would Chair, other members would be Councillor K E Wells, Lead Member for Education and ICT and the Corporate Director: Resources and officers from each Directorate. The Task Force would become part of the process of better, effective government and would review services and report to Cabinet on a regular basis.

The Corporate Director: Resources said this IEG statement did not include costs but the final IEG to be produced by next March would include costed plans.

Councillor G M Kensler, Lead Member for the Welsh Language referred to the Data Protection Act on page 7 and the information which the Authority store. Councillor Kensler also queried the cost of obtaining the information. Councillor K E Wells, Lead Member for Education and ICT said the cost of providing such information was not quantifiable at this stage but the process of information gathering would design the service required. The system would have to be cost effective for the Authority. Councillor Wells reminded Members that all the Authority's work had to conform with the Data Protection Act. Councillor Kensler asked how well the systems would operate with the Authority's principal partners, for example with the voluntary sector or the health service. The Head of ICT said the technical details of the service would be operated within government standards and would allow sharing of public information.

The Leader thanked Councillor Wells and the Head of ICT for their detailed paper and also took the opportunity to welcome Catherine Williams, E-Government Project Manager to the ICT department.

RESOLVED that Cabinet recommend to Council the adoption of the IEG Statement.

5 CONTRACTS MANAGEMENT BOARD (CABINET 2002 - 14)

The Leader of the Council, Councillor E C Edwards asked the Chief Executive to present the report (previously circulated) seeking Members' agreement to amend the terms of reference for the Contracts Management Board as an interim measure, to bring its operation within the financial procedures that apply to all other parts of the Council and therefore to provide for its minutes to be included in the Council's Minute Book.

The Chief Executive said the Contracts Management Board had operated very successfully under the guidance of the Assistant Chief Executive: Contract Services. However, the requirements of modernisation required more accountability to Council and it was proposed that the Board's capital expenditure be subject to the same controls as other capital expenditure and that a mechanism for revenues be implemented and monitored from 2002-2003.

Councillor E A Owens, Lead Member for Finance queried the 'political structures' included within the Recommendation at 7.2 of the report. The Chief Executive assured Councillor Owens that whoever took the Finance portfolio would have an overview of the financial performance of Contract Services after May 2002.

RESOLVED that Cabinet agree:-

- (a) a paper be submitted to Council on 26 March 2002 to seek Council's agreement to amending the terms of reference for the Contracts Management Board as outlined in the report. The Chief Executive and County Clerk to agree the detailed wording of the amendments which will be incorporated within the report, and
- (b) a further paper be brought by May 2002 to Modernising Panel and Cabinet regarding the future of the Contracts Management Board within the political structures of the Council.

6 CULTURE AND LEISURE CHARGES 2002 - 2003 (CABINET 2002 - 15)

Councillor R W Hughes, Lead Member for Culture, Leisure and Tourism presented the report (previously circulated) seeking Members' approval for the 2002-2003 charges for culture and leisure facilities and services and to consider what action be taken in respect of phasing in the proposed increase in charges for Llangollen Town Hall. Councillor Hughes, whilst seeking to increase charges, emphasised the need to embrace the social inclusion agenda.

Councillor Hughes referred to the possible increase in charges for Llangollen Town Hall and said she had received a letter from the Town Clerk, Llangollen regarding the matter. Llangollen Town Hall was administered by a Management Committee which included members of both Denbighshire County Council and Llangollen Town Council. The letter stated that the Management Committee had not been consulted regarding the possible increase in charges. However, Councillor Hughes assured Members that consultation had taken place and the current daily rate of £17 was not in line with charges for similar establishments. Councillor Hughes proposed phasing in of the increase and that the daily rate be raised to £43 for 2002-2003 and then to £86 for 2003-2004 the following year. Members were in agreement.

Councillor W R Webb, Lead Member for Property asked whether discussions had taken place with the Management Committee regarding their taking over the running of the Town Hall at Llangollen. The Assistant Director: Culture and Leisure confirmed officers had met with the Management Committee six months previously but no formal response had been received. The Chief Executive suggested the Property Review Group should consider transferring assets such as Llangollen Town Hall to the Town Councils.

The Leader asked Councillor R J R Jones, Local Member for Llangollen for comments. Councillor R J R Jones said initial discussions with the Management Committee had not been pursued.

Councillor G M Kensler, Lead Member for the Welsh Language said minutes of a 1998 Tourism and Leisure Sub Committee stated that Denbighshire was in liaison with the Management Committee and this was a recurring theme. Councillor Kensler queried the charges for parking at Loggerheads and Plas Newydd which were not in line with other parking charges listed. The Assistant Director: Culture and Leisure said Countryside Services car park charges were being brought in line.

Councillor W R Webb, Lead Member for Property asked why the Royal International Pavilion charges were not included within the document. The Assistant Director: Culture and Leisure said this was an omission and the charges were part of a separate budget. However, she undertook to circulate the charges to Members.

RESOLVED that Cabinet:-

- (a) approve the Culture and Leisure Charges for 2002-2003, and

- (b) *approve phasing in the increase in charges for Llangollen Town Hall to £43 for 2002-2003 and £86 for the following year.*

7 BUSINESS DEVELOPMENT GRANTS (CABINET 2002 - 16)

The Leader of the Council, Councillor E C Edwards presented the report (previously circulated) seeking Members' approval of the procedure for dealing with Business Development Grant Scheme applications in excess of £15,000.

The County Clerk informed Members of a letter received from Councillor W G Thomas, Chair of Resources Scrutiny Committee regarding the report. The County Clerk said Cabinet could approve the report as it did not involve a change in policy, and Cabinet could approve delegation to an officer. The County Clerk also referred Members to a drafting error in the penultimate line of the Recommendation and said the words "by the panel" should be deleted.

RESOLVED *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 the Environment and the Deputy Leader together with the Financial Controller and that decisions taken be reported to the Cabinet.*

8 LOCAL AUTHORITY REPRESENTATIVE ON THE AREA ENVIRONMENT GROUP (CABINET 2002 - 17)

The Leader of the Council, Councillor E C Edwards presented the report (previously circulated) seeking Members' nomination of a representative for Denbighshire on the Area Environment Group. Councillor Edwards expressed his regrets that Councillor Peter Douglas was unable to continue as the representative and thanked him for all his work on the Group. The Leader said that in conformity with political balance the nomination should come from the Independent Group.

RESOLVED *that the Independent Group nominate a representative for Denbighshire on the Area Environment Group.*

9 LOCAL MEMBERS' NOMINATIONS FOR LA GOVERNORS (CABINET 2002 - 18)

Councillor K E Wells, Lead Cabinet Member for Education and ICT presented the report (previously circulated) detailing nominations for LA Governor vacancies submitted by the Local Members for the areas in which the schools are located.

RESOLVED *that the LA Governor appointments be approved as listed below:-*

*Betws Gwerfil Goch CP School - Mr Trebor Clement Edwards
- Mr Robert Gareth Williams*

10 RECRUITMENT (CABINET 2002 - 19)

The Leader of the Council, Councillor E C Edwards submitted the following applications for approval:-

- (i) PO3 Reviewing Officer - Personal Services: Children's Services
- (ii) Sw1-3 Social Worker Temporary Post To 31.03.2004 - Personal Services: Children's Services
- (iii) SW 3 Social Worker Hospital P/T 21 hours 2 Year contract - Personal Services: Children's Services
- (iv) PO 3 Team Manager Temporary 12 months - Personal Services: Children's Services
- (v) SW 1-3 Social Worker Permanent Post - Personal Services: Purchasing Section

Councillor G M Kensler, Lead Member for the Welsh Language queried whether there was a requirement for any of the above posts to have Welsh speakers in post. Councillor A E Roberts, Lead Member for Personal Services said recruitment to the above posts would be made more difficult by such a requirement.

- (vi) SO 1 Architectural Assistant Temporary Post for 12 months - Environment: Consultancy Services
- (vii) Sc 5 Property Technician Temporary Post for 12 months - Environment: Consultancy Services
- (viii) Trainee Sc 4 to SO1 Business Manager Temporary Post for 12 months - Environment: Consultancy Services
- (ix) Sc 4 Property Data Officer Temporary Post for 12 months - Environment: Consultancy Services
- (x) SO 1 Support Services Officer (Technical) - Resources: Revenues
- (xi) Sc 1 Revenues Assistant (Clerical) - Resources: Revenues
- (xii) Man 2 Custodian, Denbigh Castle - Lifelong Learning: Heritage Services (Councillor G M Kensler declared an interest in this item)

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

11A SCHOOL MEAL PRICES (CABINET 2002 - 20A)

Councillor K E Wells, Lead Member for Education and ICT presented the report (circulated at the meeting) seeking Members' recommendation to Council about the proposed school meals price increases to take effect on 1 May 2002.

Councillor R W Hughes, Lead Member for Culture, Leisure and Tourism asked what percentage of children receive free school meals.

Councillor E A Owens, Lead Member for Finance informed Members that the £10k included in the Financial Implications at paragraph 3 was not profit but surplus monies which would be used, for example, to extend the cashless card system in schools.

In reply to a query from Councillor G M Kensler, Lead Member for the Welsh Language, the County Clerk confirmed that this would become part of the new Executive arrangements from May 2002 under the Local Government Act.

RESOLVED that Cabinet recommend to Council the proposed school meal price increases set out in paragraph 2 of the report to take effect on 1 May 2002.

11B HOME OFFICE STATEMENT (CABINET 2002 - 20B)

The Chief Executive updated Members on the statement issued the previous day by the Home Office regarding initiatives to make West Rhyl a Police Priority Area. This would be a study by the Police Standards Unit to look at the policing of the area and limited funding would be available for this. The study would identify good practice in West Rhyl which could be followed elsewhere.

Councillor R W Hughes, Lead Member for Culture, Leisure and Tourism suggested that whilst the initiative was welcomed, the press coverage of the area had not been positive. Councillor Hughes suggested that Denbighshire's PR department should issue a press release to counteract the bad image projected.

RESOLVED that Members note the report.

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.

12 ONE YEAR RENEWAL OF CONTRACT FOR TREASURY MANAGEMENT SERVICES (CABINET 2002 - 21)

Councillor E A Owens, Lead Cabinet Member for Finance presented the report (previously circulated) seeking Members' agreement to the reappointment of Sector Treasury Services Limited as treasury management consultants for the period 1 April 2002 to 31 March 2003.

RESOLVED that Cabinet authorise the reappointment of Sector Treasury Services Limited as treasury management consultants for the period 1 April 2002 to 31 March 2003.

13 PRESTATYN CCTV (CABINET 2002 - 22)

Councillor D M Morris, Lead Cabinet Member for the Environment submitted the report (previously circulated) seeking Members' approval for a single tender action for a maintenance contract with ADT Fire and Security for the maintenance of the Prestatyn CCTV system for the next twelve months and approve the overspend on the capital programme.

Councillor Morris congratulated the Head of Design and Consultancy Services on the detail and thoroughness of the report.

Members raised a number of queries regarding the service provision.

The Chief Executive said effective CCTV coverage was required in Prestatyn and the current system had to be maintained. During this time provision of CCTV coverage in Prestatyn could be reconsidered. The Chief Executive suggested the Crime and Disorder Partnership could be approached for funding and he would also investigate whether the costs could be covered from Contract Services balances.

The Assistant Chief Executive: Contract Services thanked the Corporate Director: Environment and the Head of Design and Consultancy Services for their work regarding the provision of CCTV in Prestatyn.

RESOLVED that:-

- (a) *Members note the circumstances surrounding the CCTV contract in Prestatyn, and the action taken in resolving the outstanding issues;*
- (b) *Members approve the additional expenditure incurred in the achievement of the above;*
- (c) *Members approve the setting up of a maintenance contract with ADT for a period of twelve months, and*
- (ch) *Members approve the single tender action of appointing ADT to undertake the twelve months maintenance contract.*

15 ICT PARTNER RECOMMENDATION (CABINET 2002 - 23)

Councillor K E Wells, Lead Member for Education and ICT presented the report (previously circulated) seeking Members agreement to Gedys/Diskus being selected as the ICT Partner. Councillor Wells informed Members that one of the three companies shortlisted had been unable to make the commitment required. He also stressed the experience and training Denbighshire staff would receive from the partnership.

RESOLVED that based on the final scoring attached to the report, Cabinet agree to Gedys/Diskus being selected as the ICT Partner.

The meeting concluded at 11.40 a.m.

REPORT TO CABINET:

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

DATE: 28 MARCH 2002

SUBJECT: RHYL: GOING FORWARD

1. DECISION SOUGHT.

The report is to advise Members of the content of the report 'Rhyl Going Forward' which has been commissioned by the County Council in partnership with the Welsh Development Agency and for Members to consider a draft action plan prepared identifying the steps proposed in response.

2. REASON FOR SEEKING DECISION.

In August 2001, the County Council and the WDA jointly commissioned a report from Professor Peter Lloyd and Insight (Shared Renewal) Ltd to identify a common approach to a renewal strategy for Rhyl. Their brief was threefold:-

- To engage with local players and identify a strategic direction for Rhyl
- To attempt to create a basis for constructive dialogue
- To attempt to form a common vision for the town and a mechanism for delivering the vision.

Over a number of weeks extensive discussions were held with key players and a number of 'meta-planning' exercises were held. The discussions centred on three questions:-

-
- What are the main issues facing the town
- What sort of positive development could you imagine
- Do you have any ideas for future development?

The main findings are listed in the report but can be summarised as follows:-

- Good community participation with a lively debate
- Recent new development successes
- Proactive business community
- A good range of selling points
- Development of Rhyl College
- Availability of funding packages
- Willingness for change
- Locational advantage.

Local dimensions needing action

- The look of Rhyl – Its image both to residents and visitors
- The feel of Rhyl – deprivation and its knock on effects
- Quality of life in the town
- The governance context.

A range of barriers preventing progress with a renewal strategy are also identified and arising from these the report recommends an approach to future activity which is intended to deliver a step change in the way the town perceives itself and to create a basis for future development.

The strategic framework envisaged is a pragmatic mechanism for delivering what is possible and for promoting a positive dialogue among key groups. It also emphasises the partnership approach required and the need for common policies among all agencies and groups working in Rhyl. The three main strands identified are as follows:-

1. Public service quality enhancement – this is a significant part of all activity in the town, and the money spent on routine services dwarfs any other potential source of funding for Rhyl. It is therefore important that this spend is targeted effectively and that the concerns expressed by the contributors to the report, are remedied. If future constructive dialogue is to be developed the view that service levels are inadequate must be dealt with. There is also an urgent need to progress the implementation of the Communities First programme in the town.
2. Image, Amenity, Skills and Regeneration – This strand emphasises the need to progress the standard economic regeneration projects, for which funding should be available through partner Agencies or through European funds. Considerable steps have been taken, however a co-ordinated emphasis on schemes throughout the town to remedy the poor quality of the environment, to create new jobs and to provide the skills and training necessary for the people of Rhyl to take up the jobs is required.
3. Community Strength and Social Capital – The report highlights the existence of significant potential community strength, and the potential for mobilising latent social capital. This, if developed effectively will be a powerful engine for driving growth in the town. The report therefore suggests a need for increased emphasis on the development of this area of activity. It is also relevant that a major part of Government strategy is focussed on the development of this sector and with an inclusive approach funding should be available.

The report concludes by identifying a number of potential projects that are effective across each of the themes set out above. This again emphasises the need for a strategic approach to service and project delivery within Rhyl.

The conclusions derived from the report point to the need for a programme of concerted activity in support of the three strands of activity set out above. Based on this a suggested action plan is included as an appendix to the report for Members consideration.

3. COST IMPLICATION

The report does not highlight any specific costs to the Council. However if adopted the report suggests alternative approach to service delivery in the future, and the need for significant additional resource to deliver. A range of schemes and initiatives are available within our partner Agencies and the National Assembly, and bids for finance will be required. Additionally Members may wish to reflect on the mechanisms for the prioritisation of funds within the Council based on the results of this report.

4. FINANCIAL CONTROLLERS STATEMENT

Any future budget implications will need to be considered as part of the budget setting exercise in the autumn.

5 CONSULTATION CARRIED OUT

The report is the product of an extensive process of consultation among key players within Rhyl, and effectively summarises their views. As part of the process to be adopted in implementing the actions identified, if approved, further consultation will take place with: -

- Corporate Executive Team
- Local Members
- Rhyl Town Council
- Local MP / AM
- Community Groups
- Partner Agencies
- Voluntary Sector
- Businesses in Rhyl.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE.

The report highlights a different approach to the delivery of services and projects within the largest town in the County. It is in effect pointing the way towards the development of community strategy in Rhyl, and as such may impact significantly on all aspects of the County Councils work. The emphasis placed on effective cross service working, for the benefit of our residents, could influence strategic priority development across Denbighshire.

7 RECOMMENDATION.

Members are invited to :-

- (a) Note the contents of the report, Rhyl Going Forward, received from Professor Peter Lloyd and Insight (Shared Renewal) Ltd, and consider the recommendations made, and
- (b) Approve the draft action plan appended to this report and the steps envisaged to act on the findings of the report.

ED ~ IPJ

ACTION PLAN

FOLLOWING 'RHYL GOING FORWARD'

1. Service Delivery
 - ➔ Workshop - 'soft' service delivery
 - ➔ Task - identification of service capacity, constraints and opportunity
 - ➔ Follow up workshop - external providers
2. Progress 'fast track' implementation of Communities First
 - ➔ report to Cabinet
 - ➔ establish Shadow Steering Group to drive progress
3. Prepare Environment Regeneration Initiatives - 10 linked schemes namely:-
 - ➔ Foryd Harbour/Marine Lake
 - ➔ West Parade
 - ➔ East Parade
 - ➔ Wellington Road - Key Gateway Environmental Improvement Area
 - ➔ Vale Road - Key Gateway Environmental Improvement Area
 - ➔ South West Rhyl - Community Environmental Improvement Zone
 - ➔ The Cut - Community Environmental Improvement Zone
 - ➔ Town Centre
 - ➔ West Rhyl - Community Environmental Improvement Zone
 - ➔ South West Rhyl - Housing Renewal Area
4. Develop community enterprise initiative
 - ➔ Fforddlas
 - ➔ Foyer
 - ➔ Objective One
5. Establish community mentoring provision
6. Establish 'Rhyl Regeneration Unit'
7. Establish Community Environmental Improvement Zones Project
8. Develop strategy for ILM provision within Rhyl
9. Develop strategy for key vacant property acquisitions
10. Develop South West Rhyl Strategic Employment and Education Project
11. Develop private sector partnership group
12. Ensure impact from public image investments.

Rhyl Going Forward

Draft Final Report

1. The Task

In August 2001 Professor Peter Lloyd and Insight (Shared Renewal) Ltd were contracted By Denbighshire County Council (DCC) and the Welsh Development Agency (WDA) to initiate a dialogue and facilitate a set of discussions between all the main players with an interest in the development of Rhyl. The key objective was to help set out a common view of the local strategy that might be needed. The work began formally on 5th October 2001 and the task was completed on 4th January 2002.

There were to be two deliverables for the project. The most important, and the most difficult to measure, was the initiation of more constructive dialogues among the key players about possible and achievable future development. The second, subject to an agreement by all that it would make a positive contribution, was described in the brief as a “visioning event”. Some ideas for this are set out below but it has not yet taken place. An additional deliverable, but not one specified in the contract, is this brief summary report. What follows, though it may seem critical in a number of places, is intended to be the basis for a constructive debate. It is, therefore, a summary of key issues and possible common ground revealed through our discussions with key players. It aims to highlight the many positives as well as those problem areas where our respondents felt that action was urgently needed to remove barriers to development for the town.

2. The Consultations

Over the approximately 10 weeks during which the work was carried out there were discussions with a wide range of individuals and groups in Rhyl and Denbighshire. The meetings were of different kinds. Some were one-to-one discussions in private. Some were structured discussions with officials in the formal roles. Some were informal meetings with groups representing a particular viewpoint. A set of structured workshops was also held using extended Meta-planning¹ techniques.

¹ Meta-planning is a non-verbal focus group technique designed to be democratic, confidential and empowering for people.

The strictly limited resources available to finance the work meant that we could not claim to have spoken to everybody who would have wanted to express a view. We are aware that interests in the areas of health, pre-16 education, the carer community, the police and so many more were not covered. We are painfully aware of this but believe, however, that the discussions we were able to have gave us a reasonable view of the way local people and groups, elected representatives and officials and the business community see the town and its future prospects. It is important to assert that this was not a scientific or evidence based study. This was not called for in the brief. What it can faithfully claim to be is a collection of the stories and discourses that exist in Rhyl about the development of the town. Much of what emerged was deeply rooted in past events and circumstances. People were often all too willing to describe what they felt had been past shortcomings, of chances lost and opportunities foregone. It is significant that almost universally people found the task of trying to move the agenda forward to more constructive debates considerably more difficult than assigning blame for past inadequacies.

Altogether we talked singly or in groups to around 70-80 people. The following gives a broad profile of those consulted:

- County and town councillors and responsible officials
- MP and AM representatives
- Residents associations and local community projects
- Projects providing additional services from a voluntary sector platform
- Representatives of business and commerce
- Officials of key state agencies (WDA)
- Church based interest groups
- Spokespersons for further education bodies
- Access students at the local college (meta-planning)
- A cross section of Rhyl residents (2 meta-planning sessions)

3. The Questions

In conducting the discussions we felt it was most constructive to keep things as simple as possible. What we did was to ask the same three questions of all our respondents.

Though the language was varied to circumstances, the root questions were:

- What do you think are the main issues confronting Rhyl and its people?
- What sort of positive future development could you imagine for the town?
- Do you have any ideas for development that could be brought into play?

We believe that through this process we have acquired a good grasp of the views of some of the people of Rhyl and of those with statutory powers both about the present situation and what the future might be. What we do not have is a commonly shared and consistent view to report. As is normal for any community and particularly for one that feels it is suffering some form of distress the views are wide-ranging and often polarised. There is a degree of inevitable conflict about the roots of the present situation and about prescriptions for making things better in the future.

4. Background Material

As part of our preparation for the work we assembled a “resource pack” of reports, policy statements and submissions for funding under various initiatives. These provided us with another window on the development of Rhyl. We have seen the strategies of others and the way Rhyl fits into national and European development schemes. Some of these are dedicated specifically to regional and local regeneration. Others come under the rubric of the attack on social exclusion. What we have not been able to find, however, is an example of a fully thought through and comprehensive overall strategy for the development of the town. Partial examples exist – for elements of the development process or with a focus on analysis of the routes to the present. But, unless we have missed it, there is no strategic plan for the future. (Paradoxically, however, many of our consultees complained bitterly about being interviewed “yet again” about strategy). On the basis of the consultations, of course, it is easier to see why it might be the case that there is no Rhyl Strategy. Any future strategy for the town is a highly contested terrain. It seems clear that before such a strategy can be developed, there needs to be a process of more constructive local dialogue that attempts to bury old disputes and sectional interests and move on. In what follows we have taken it as our brief to begin this process.

5. Stories and Messages about the “Here and Now”

As we have already noted, in asking our three questions about Rhyl people were very willing to say how much is wrong with the town and who is to blame. Part of the advantage of the independent outside observer, however, is to offer a degree of balance and a wider perspective. It is our judgement as observers with a wide experience of deprived communities that while Rhyl undoubtedly has its problems and there are unequivocal data to prove it, local debates too readily emphasise and feed upon the downside. We do not wish to add fuel to this here and will content ourselves with a summary view of those things that everyone seems to accept.

- *The look of the town*
 - *Beachfront and promenade image, waste and litter, traffic and parking, congestion*
- *The feel” of the town – deprivation and its knock-on effects*
 - *Significant numbers of people in social distress, visible evidence of anti-social behaviour and substance abuse*
- *The quality of life of the town – personal and community safety, basic amenities and services*
 - *Concerns about crime and disorder, public services inadequacies*
- *The governance context – a sense of abandonment by the public authorities*
 - *Lacking real effective voice, powerless to influence public agendas*

Two of these seem to constitute what might be called a “Rhyl dimension”. The others are those that we readily encounter in the regeneration areas of the UK. The seafront situation and, in particular, the problems of Housing in Multiple Occupation (HMO) at the west end are a particular phenomenon of the seaside town. It is the governance dimension that we find most different – not in the sense that it does not concern local people in other areas but that it emerges as a constant and recurring thread through the discussions in Rhyl regardless of the position of the respondents.

6. The Positive Findings

6.1 Community Level

There is no doubt about the level of engagement of the “community” in Rhyl. For its size and setting, there is quite simply a staggering amount of formal and informal activity within the town. We did not attempt to count them ourselves but respondents talked of many “hundreds” of bodies in the voluntary and local community sectors. The quantum of activity is impressive. People in large numbers appear to be giving up personal time to participate in activities for a social or civic cause. There are church based groups, voluntary sector organisations, neighbourhood bodies, publicly sponsored projects and a host of clubs and societies. There is also a level of information and concern about the town that struck us as being exceptional with a lively interest in the local newspapers. We could see that Rhyl is a place with a strong sense of locality. People are interested in the town and its future. There is, then, a good deal of capacity that can be mobilised. As we shall see later, the difficulty lies in the uses to which this capacity is currently being put and the problems that confront the development of a positive agenda that can help to move the town forward.

6.2 *The Business Community*

To us as outsiders, the received image of the economy of Rhyl turned out to be misleading. The depressing stereotype of a run-down holiday resort did not allow room for images of three major, well-patronised supermarket stores in the immediate catchment. It did not accommodate the small but well occupied and very presentable White Rose Centre at the core of the town or the plans by a well-known retail-clothing warehouse to choose a location there. Those operating in the retail sector confirmed that Rhyl scores well on retail data checks for potential sales capacity suggesting that the strategic choices made by the major chains were well founded. Rhyl clearly has potential for development as a sub-regional retail centre serving the resident population in the space between Llandudno in the west and Chester in the east. Anecdotal evidence suggests that major national stores maintain an interest in retail investment in the town.

It is true; of course, that these new ventures share the town with an entirely contrasting population of retail outlets whose location on the main town-centre and beachfront thoroughfares provides the material for the stereotype. It is the main-street experience that visitors remember – what seems to be a run-down collection of cheap fast food outlets, gift emporia, second-hand goods shops and gaming parlours. The declining fortune of these former pillars of the seaside resort economy is mapped in the number of property voids. Clearly, the town needs to grapple with both the economy and the image of its downtown area. We shall revisit this later in the report.

Other aspects of business in the town appear to thrive – though not to everyone's pleasure it seems. The clubs and night entertainment facilities, we are told, draw in a significant Friday and Saturday night population of young people on a year round basis. The resort facilities still attract clients in season though the level of consumer spend continues an inexorable downward trend.

In the face of local conditions the attitudes of the business community were positive and supportive of any move to drive the town forward. This is, however, far less widely reported than certain strident private sector voices of complaint that things should have been allowed to slip so far in the town's environment for business. The up-side features of the Rhyl economy were given emphasis by our respondents. But, there was an over-riding sense of the need to tackle the downside in some concerted way to halt decline and release growth. Among the small number of key players in the business community we were able to interview we found a sense of a capacity to act but one strongly qualified by frustration. On the one hand, there was a view that the status quo was not an option and that radical change would be welcomed and supported by the business community. On the other, considerable frustration was voiced at a lack of leadership (and in some cases unnecessary bureaucratic

obstruction) by the public authorities. To this we shall return but the positive message is consistent. There is a willingness to engage with a process of re-imagining the Rhyl of the future and an offer of capacity to help in achieving it.

6.3 Education and Learning

Our engagement with this aspect of the town was inevitably limited. We were unable to explore the school sector within the time and resource available and concentrated our attention on post-16 and specifically on Rhyl College. Yet again, the first impression was that we were dealing with a potentially considerable local asset to be mobilised in the cause of the town's development. It has grown rapidly from zero to 3500 students in three years and is destined to grow still further, not least as a product of the success of Llandrillo College in bidding for Objective One funds both from ERDF and ESF. Its mission to develop the town and its people is still emerging and it has both capacity and resource to bring to the process. How this capacity is to be used will be critical.

Rhyl College as part of Llandrillo College positions itself as a "listening" institution where traditional approaches to the curriculum need to reflect the particular needs of local people. It is part of the North Wales Learning Network that prides itself on a customer-oriented focus for learning services. Outside the normal confines of college-based learning, a number of initiatives attempt to move the curriculum into the wider community context. The CARS project, for example, takes particularly alienated youngsters and uses a bundle of public funding to draw them into learning through a motor vehicle repair and recovery facility. The Women's Enterprise programme uses special pathways to draw people into it from the wider population. The Return to Learning programme has an element dedicated to providing basic skills in Community Development and Community Work. These make a significant contribution to broadening access to learning. There is need, however, for this and other similar courses to be attached to more up-beat and deliverable notions of the positive opportunities available in Rhyl itself if they are to avoid feeding a stereotype that sees local horizons as limited to entry-level training. In addition to its core role as a sensitive FE/HE institution, we would see the College as both a creative driver of improvement in the local economy and a resource to meet the wider spectrum of learning needs as the town develops.

We would, then, see a clear link between the self-confidence and ambition with which the people of Rhyl present themselves to the College and the role of the College itself in promoting a realistic but essentially more upbeat notion of the future for the town and its people. That some groups are reluctant to come forward to take on the present offering of entry-level courses for NVQ may be a product of what we found to be a depressingly widespread perception that future local jobs are likely in any case to be low-pay low-skill.

Rhyl College has, we believe, a pivotal role in fostering a climate of greater ambition for the future. It ranks among the most important drivers for change in the locality.

6.4 The Policy Environment

In searching for positive messages about opportunities for the future, Rhyl's position within the European Objective One programme represents a powerful plus-point. The North Wales coast is a beneficiary of Structural Funds assistance within an overall Welsh programme worth £2.4 billion in total. Because of the process (unique to Great Britain) of driving the programme through a competitive bidding process it is impossible to say what level of resource will eventually flow to Rhyl. We anticipate, however, that it will be substantial. To put it to best use there is a need for Rhyl to have a clear strategic view of what will make a difference. The current "grapeshot" approach – firing off bids in the hope that they will both be selected and hit key local priorities is, to say the least, less than optimal.

Our experience in the case of Merseyside and elsewhere leads us to believe that, while the early years of European programmes often descend into conflict and frustration, the long-run outcomes can see real economic and social transformation. It did not surprise us, then, that in the early stages of bidding our respondents in Rhyl almost universally failed to take a positive view of the Objective One process. They were frustrated and depressed by what they saw as a "top-down" and essentially bureaucratic process under distant control by WEFO. Most were vocal about others succeeding in capturing resource by what they saw as less than fair or transparent means. They saw the "smell of the money", far from drawing them together in common purpose, as a means for sharpening local rivalries and feeding established power structures. They were worried that the money would be wasted and found difficulty in seeing how it would be instrumental in improving the prospects of the North Wales economy. This very much replicates the Merseyside experience - with early struggles about selection processes and who benefits absorbing the bulk of local energy. In the longer run, however, the sheer weight of new, development focused, spend will generate significant value added and Objective One is a real driver for the sort of change our respondents were looking to achieve. It needs to be converted then, into a focus for discussions about opportunity not a source of angst and conflict. Tackling current frustrations is a priority task. The people of Rhyl need more confidently to see a way forward and begin to trust each other if the current blame culture is to be eradicated. The Objective One programme and the way they perceive it to be handled will have a strong bearing on this.

In the case of domestic policies that provide a platform for change and development we would point immediately to the Communities First initiative of the Welsh Assembly. It is an unfortunate paradox that it is the sheer severity of deprivation in the West and South West wards of the town that opens the door to have Rhyl listed among the prime beneficiaries of

Communities First. But there is at least a major funding opportunity to be grasped. What is needed to draw down this resource is a bid comprising a strategic programme to tackle the deprivation in the two wards and a broad-based local partnership to lead the bidding and implementation process. There is by no means a blank sheet to work from. Our resource pack bulged with previous studies and data on the two wards and the local residents groups from the areas were our most vociferous and active consultees. Ideas abound but in context clouded by frustration. In relation to the actual process of preparing the bid, “conversations” and “jockeying for position” we could find. Directed action and clear leadership we could not. Nevertheless, the fund exists and West and South West Rhyl are target beneficiaries. It could be that, once again, a combination of the feeling “what’s the point” alongside a struggle for “who takes the lead role” is serving to deflect the process of seizing the opportunity and making it work for the ordinary residents of the two wards.

6.5 The Setting and Physical Environment

While it may be seen as stating the obvious, we cannot leave the discussion of positives for Rhyl without mentioning its setting and physical environment. The outsider’s perspective might have some value here since the people of Rhyl may take it for granted. The town is well set. It is located along a first quality beach in an attractive rural setting with the Clwydian range to the east and the Great and Little Orme to the west. The river flows through it from a winding floodplain with a rich bank-side flora and fauna. Rhuddlan gives it a strong historic legacy with its castle and mediaeval townscape. It has fast access to the main A55 trunk road and is on the main coastal railway.

While these properties gave Rhyl the attractiveness that drew tourists in large numbers, the trade itself adopted a built form to suit the needs of its clients and the investors who sought to accommodate them. It is this built form that most of our respondents saw as being at the root of current problems. The legacy of decline has blighted the town visually. The sea-front boarding houses have in many cases in the west of the town turned over to become “houses in multiple occupation” (HMOs). These have provided opportunities for cheap living that, local people insist, have attracted significant numbers of socially excluded people to Rhyl in their search for accommodation they can afford. Tackling the HMOs of the West End, it is said, will immediately address both problems of physical blight and of crime and social disorder. We are in no position to confirm or deny the substance of these views. What is important to us is the forthrightness with which they are held and the impact that this has on the politics of local development. We shall return to this later.

In looking at the setting and physical assets of the town there is a common thread of agreement that, while the old fairground and central promenade have understandably suffered from their lack of investment, some of the more recent built form developments have

also served to degrade rather than enhance. Virtually no one had a good word to say, for example, about the Children's Village development that cuts off the sea view from the town centre.

From a positive viewpoint the setting and physical amenities of Rhyl are still there to be revealed and regenerated. For this to happen, however, there is a need first to place a floor under the process of decline and decay and then to re-imagine a new future and find people willing to invest in it. This will, of course, require very considerable resource but to start the process it will require a number of things that involve the people of Rhyl themselves. First, there is a need to lift the focus of attention from the undoubted inequities and inadequacies of the present and to look longer term. This can be couched in terms of strategy or vision. The terms used are less important than the sense of a process of looking up and looking forward. Second, there is a need for partnership, for pact, for coalition - anything that draws a wide spectrum of people together willing to cede some of their "sovereignty" to achieving the common cause. Third, there is need for leadership, for agreeing who will champion parts of the process and who will take on the task of co-ordination. We believe, and many respondents confirmed it, that the way local people and institutions organise themselves to construct a new view of the town will have an important bearing on how the value of Rhyl's physical and locational assets can be used to underpin a new future. As we have shown the capacity is there. The key task is to begin to dismantle the barriers that stand in the way of its mobilisation.

6.6 Summary

As we have indicated, this report is not based on survey and scientific reporting. It is designed to be impressionistic and is drawn from discussions with Rhyl people. What we have set out in this section are some positive findings – the asset base to be worked upon. The list is necessarily partial. We are not aiming for comprehensiveness. What we have highlighted are:

- Some measure of the social capital available in Rhyl that can be invested in the future if it can be effectively mobilised to a generally accepted and forward looking purpose;
- The existence of a small but capable and generally supportive business community and an economic base away from traditional tourism that shows Rhyl to be more than capable of carving a role for itself as a sub-regional retail and leisure centre;
- The presence of the College as an asset and with the potential to be a focal point for skills development both for individual residents and to help install institutional and community capacity as a backdrop to economic regeneration;
- A policy context that potentially makes available substantial development resources – Objective One and Communities First:

- A physical environment and setting that retains its latent power to attract – both as an amenity for day-to-day living and as a continuing, if reducing, draw upon those outside visitors who wish to share this amenity with the locals for a brief period;

Compared with many places we experience in attempting to foster new development in the face of historic decline, Rhyl has a great deal going for it. The task is to accentuate the positive, eliminate the negative and break out of a local culture that has become too ready to see the downside. Fine aspirations will not be enough. There needs to be a closer look at how to tackle the barriers and some practical suggestions about things that can be done to demonstrate that going forward – even on a narrow front – is entirely possible. It is to this that we now turn.

7. Barriers to Positive Action

7.1 Governance

A common catchall term to describe the way people in communities organise themselves and are subject to the regulation of others is governance. This is different from government in the sense that governance also allows for all the fluid, changing and negotiated arrangements at a variety of scales that are a feature of the modern region or town. Our meta-planning sessions with ordinary Rhyl residents are probably the most reasonable guide to the elements of the governance problem. The three groups identified the following among the highest priority issues to be tackled in turning things round:

- Lack of a collective and agreed vision;
- Lack of effective consultation;
- Lack of effective and accountable government;
- The perceived competence of officers/councillors;
- Power structures working against people;

One of the most powerful general messages to come from our respondents was that the system of governance for the town was more of a barrier to progress than a facilitator. There was, for example, a widespread view that the County council had effectively abandoned Rhyl after reorganisation. We were tutored from many quarters about the complex historical and party political reasons for this. It is not for us to explore the issue but to report that it was a view that, rightly or wrongly, coloured the nature of debates about the development of Rhyl. People felt that there was unwillingness on behalf of Denbighshire County Council effectively to tackle the problems of development for Rhyl. What only some respondents were aware of was the overall context - with the capital programme virtually suspended in the face of a past debt (from Rhuddlan BC days) the revenue programme under pressure due to past

overspend. From the Rhyl perspective it looked like a deliberate choice against the town rather than the product of a general resource shortage.

This perceived or actual lack of strong leadership from the County appears to have opened the opportunity for others to fill the vacuum. Many respondents were of the view that “if they themselves hadn’t stepped in nothing would have been done”. This both helps to explain the proliferation of local groups, players and actors and the strong competition for what colloquially was called “funny money” – small scale, time-limited grant aid that many felt was being substituted for real, sustainable public spend. The competition for this “funny money” and the power relationships that it sustained between the grantors and grantees does much to explain the behaviour of the grant-seekers and their negative views of the “gift-givers”. Not surprisingly, those with the knowledge and capacity to help bidders be successful have carved out some powerful local roles for themselves in the face of this.

7.2 The “Blame Culture”

One result of what they saw as the absence of effective and consensual governance was that our respondents were only too willing to offer us a history of recent events in Rhyl expressed as particular failures by those who had a responsibility to do better. The criticisms spanned the range. Local people were angry at what they identified as the failures of the local authorities – officers and members alike. The local authorities were in turn disappointed at the perceived failure of local people to understand their difficulties and to meet them half way. The private sector expressed a frustration with both. There is a consistency to the stories from one side or the other. There is also circularity. Those blamed by the one group returned the blame in kind to the other. It would not serve our purpose to lend chapter and verse to this and we are in no position to arbitrate the claims. From the outsider viewpoint it was obvious that there have been failures and frustrated expectations. But what is more important is how damaging overall is the tone of what we reluctantly find ourselves identifying as a “blame culture”. Particularly evident is the tendency toward both “megaphone” diplomacy with forthright opinions forthrightly expressed in the local media and “undermining tactics” with ideas rubbished less on merit than on who originated them. There was little evidence of effective devices for reconciliation and moving on. It would be our strongest recommendation that an attempt be made to draw a line under the past, to engage local players in real dialogue with each other and attempt to engineer a more consensual view of the future. This will not be easy and we would argue against any simple notion of a one-off visioning event. As we shall suggest later, our approach would be to find practical activities that draw people together for a specific purpose rather than have abstract discussions about partnership and process.

7.3 Lack of Common Causes and Champions

It follows from the above that it has not been easy to identify common cause among the key players in Rhyl – though importantly they all claim a common purpose in trying to assure regeneration for the town. Opinions naturally differ about what should be done but the basic agenda about the issues to be confronted contains the same elements. While it is easy to complain about the lack of a common cause or strong leadership, it was not clear to us that those with the strongest views on this would be willing to pool their resources and ambitions and let a leader drive the process on their behalf. Common purpose and strong leadership is clearly needed and all agree that this is the case. Finding a means to achieve it is the challenge to which all must rise if Rhyl is to go forward.

7.4 The Politics of Local Development

While there was a tendency for our respondents to be most exercised about the processes that would need to accompany a new focus of development for Rhyl, they were also clear about the economic and social issues that would have to be worked upon. Our meta-planning sessions and discussions gave clear evidence of concern from all sides about the state of the physical and visual environment – the HMOs, the West Promenade and the town centre blight. They also saw a priority need to tackle social disadvantage. Perspectives on the latter revealed some (often far from subtle) differences depending on the viewpoint of the protagonist. For some it was the moral need to address social disadvantage per se that was central. Others were more concerned about what they saw as the secondary effects of disadvantage on the wider community - linkages to crime and public safety, substance abuse and vandalism, for example. For the one group, a direct address to the needs of Rhyl's disadvantaged groups and the places where they live is the essence of good policy. For the other, actions that improve the economy and then lead on to better job opportunity for all (including the disadvantaged) would be more strategically sound. These differences reflect root beliefs and real politics. Not to recognise that they would lead to very different views about the future and potentially irreconcilable differences about how to get there would be naïve. Rhyl is, however, particularly fortunate that the two policy frameworks available to it – Objective One and Communities First – recognise both perspectives and can offer both sides a vehicle to work out their strategic ambitions.

7.5 The Limitations of the Orthodox Approach to Development

For any of these strategic aims to be fulfilled in the long run, Rhyl needs an economy that will support it. Governance and the will to go forward in concert would not be sufficient. What will be needed is a radical examination of the limitations of the orthodox approach as applied thus far and a drive to be more creative.

- *The tourist offer*

Tourism was the economic base upon which Rhyl grew up. Most now identify it as the cause of its recent malaise. While the town preserves a niche in the market and still receives day and longer stay visitors, the revenue to support its former status is no longer available. To view the future economy predominantly through the lens of the tourist trade seems increasingly unhelpful. This is not to suggest that a re-worked tourist offer should not be a key part of the debate, but that tourism does not necessarily need to dominate the debate in the way it seems to do at present. Realistic strategy would need to estimate just what size of contribution tourism can be expected to make and be aware of the opportunity costs (other things that might be done instead) of assigning tourism a particular level of importance. It was not part of our task to take a view on what should be the role of tourism but we emerged strongly with the view that it appeared not to be the job of anyone in particular to take on this vital task.

- *Sites, premises and inward investment*

It should be part of the base development strategy for any town or region to ensure that it is as attractive to inward investment as possible. It is chiefly the role of the WDA (in partnership with the County Council) to support this at the regional level. Within what is essentially a regional brief, particular towns or sub-regions like Rhyl and its hinterland are seen as having a particular set of attributes. These are embedded within some wider view of environment and amenity so that any resultant development can be as appropriate as it is welcome. What will be important to any future view of Rhyl in this respect is for the town to shed its external image as a depressed resort. We have already suggested that there is a more up-beat image to be offered with the town presenting itself as a sub-regional retail centre and as having a setting with naturally attractive assets to business and residents. Seeing it as a “problem town” as the media presented it as following the Prescott incident serves no-one’s interests. But once again, it was our experience that it was nobody’s job to counter this sort of negative publicity. Indeed, there tended to be a propensity to reinforce the stereotype. Local interest groups were all too ready to do this in support of their claims that “something needs to be done”.

- *SMEs*

The obvious platform for a forward-looking economy in the case of Rhyl is to enhance the opportunities for small and medium size firms to start up and grow. The economic basis for this in the past was tourist spend. This is still the case to a more limited degree but what it tends to produce nowadays is a seasonally overcrowded marketplace where prices in the fast

food, novelty goods and leisure sectors are pared to the bone and where business margins are low. To service this there is a need for low wages and a casualised workforce. Add to this the local downside effects of the major supermarket developments and it becomes clear that the scope for the small retail and leisure service business is limited to very particular niches. Such an economy has historically had little opportunity to build a tradition of craft or manufacturing expertise and entrepreneurship (though Rhyl's railway junction status did give it an early prospect for this). To pursue the SME option will require a radical approach that recognises the reality of the local situation and tries creatively to generate enterprise from within it as the first step toward the generation of a more positive entrepreneurial climate overall. This will, of course, need to go hand in hand with an active policy to attract outsiders to come to Rhyl to set up their businesses. This is more than simply a matter of premises – though this is important. It requires the promotion of an idea that Rhyl is a “good place to do business”. Though kick-starting local enterprise within the town is not sufficient, of itself, to achieve the right scale of development it can begin positively to shift the image in ways that can achieve wider effects.





It was a frequent complaint of our respondents that they were “fed up with” being asked to help outsiders think up a strategy. Perhaps the root of this lies in the hollowness of the standard menu. The orthodox list of sites and inward investment and small firms supported by a programme to build the skills and abilities of the local workforce seems to have little to say to places that are likely to be “outgunned” by competitors. Faced with a tourist industry with the prospect of steady decline it is not difficult to see why people find it hard to get excited about economic development strategy per se. What is needed is something that is more tangible, more realistic and has a meaning for them. Even if the job counts are small and the gestation long this will give the debates a more action-oriented flavour and be a source of local confidence building. It is to this sort of menu that we now turn.

8. Going Forward

So what do we need to go forward? Clearly, there is a requirement for some sort of strategic framework. To give it the status of *the* strategy for Rhyl would simply take us back into the bear pit of local conflict over “whose” strategy it is. What we offer below is a framework that accommodates what local people and the agencies appeared to be saying was needed while pulling in the key programmes and their sponsors. It is designed to be essentially pragmatic, seeking to operate within what is possible and where programmes exist to support it. In the context of our brief to promote positive dialogue, we offer it as a basis for a discussion not as any kind of solution. Table 1 sets out the essence of this suggested *Strategic Framework*. The columns identify three policy strands that arose from our discussions in Rhyl while the

rows identify the programmes and funding streams that already have a bearing on delivery within each strand.

Table 1: A Strategic Framework

Programme/ Mainstream Funding Source 	THEME 1 Public service quality 	THEME 2 Image and amenities, skills & regeneration 	THEME 3 Community strength and social capital 
County Council Mainstream	DCC Basic Services	DCC Economic Development & Tourism	DCC Community Plan
Communities First	Local jobs and enterprises to add value and fill gaps	Heritage and Sea Front Property Refurbishment Re- Cycling ILM	Community Enterprise Park
Objective 1	Projects for new services jobs	Leisure Trust and Arts, Culture Orgs	JET Centre and College Outreach
WDA Econ Dev Strategy		Community Enterprise Park Sea Front HMO Refurbishment, Sites and Investment	
FE/HE, ELWA, Employment Zone		Learning & Skills Job Readiness	Mentoring, Training and Support for Local groups: Arts & Culture

8.1 Theme One: Public Service Quality Enhancement

Theme One of the *Strategic Framework* identifies those activities that fall under the general heading of basic public services delivery. Clearly, the bulk of the activities involved are under the aegis of the County Council though Rhyl Town Council also has a statutory role at local level. We would also add here (although we did not have opportunity to interview relevant players) the health dimension of local services under the Local Health Group (LHG), NHS Trusts and Health Action Zone. If we were in a position to add the total value of resource/expenditure in the “mainstream”, it would be quite clear that it dwarfs all the other boxes put together. It is sometimes surprisingly easy to forget that if significant improvements are to be made in the quality of life in an area, this is the primary source. The County Council

and the LHG have to be major players in any plan to have Rhyl go forward successfully and any under-performance here will have the most far-reaching effects. It was the view of our respondents, as we pointed out earlier, that possible shortfalls from the perspective of County services were significant to the present circumstance. Basic mainstream services delivery by the County Council have to be a core element in the Strategic Framework and effective and constructive dialogue from a Rhyl perspective about how things might be improved needs to be the pivot around which other elements of the matrix revolve.

Within Theme One we have identified the two other key programmes that might have a bearing. Communities First is programmed to have a significant impact on conditions for West and South West Rhyl. Part of the brief for the programme is to give the residents of these wards a degree of effective voice that can be used to ensure better quality delivery of mainstream services as they apply to the area. Any local strategy ought also to apply resource to help local people themselves add value to local services in ways that will give them an active role and generate job opportunities locally. We shall set out some ideas for this in the next section of the report.

We have also added Objective One into this column of the matrix though we are clear that the task of this programme is not directly to be engaged in the provision of local services. The European Commission is committed to the generation of jobs, skills and local community capacity in its drive for social inclusion. Research under the Commission's *Local Development and Employment Initiative* shows, for instance, that the Care Economy is a major potential source for new jobs and this provides a strong link to the public service quality agenda. Finding routes to those jobs and opportunities through community enterprise, Intermediate Labour Market (ILM) organisations and the local social economy is not only part of the European Employment Strategy but also the United Kingdom National Action Plan for Employment. Using local people and enterprise help create new job slots filling gaps in local service provision is also entirely consistent with the Social Inclusion priority in the Operational Programme for Objective One in North Wales.

Neither Communities First nor Objective One is a substitute for getting the scale and quality of local service provision right. They are there to add value in the case of socially excluded people and the areas where they live. The Strategic Framework gives the opportunity to recognise this and to find a means to dovetail mainstream service provision with added value in the case of deprived neighbourhoods.

8.2 Theme Two: Image, Amenity, Skills and Regeneration

Theme Two deals with the basic menu of skills and regeneration activity. All the key players involved tend to be countywide or regional agencies where Rhyl forms some element in a

wider remit. In the case of North Wales the Objective One programme will also have a major impact as its resources come on stream. The choices in this column tend to be the *end-points* of wider strategies where Rhyl receives its “allocation” of resources and development against a set of wider criteria for the region. These might be, for example, national education and skills priorities for ELWA, development priorities for the WDA, priorities decided within the Denbighshire Council Chamber or choices about learning by Llandrillo College. As we have seen, the choice by Llandrillo College to meet national FE/HE targets by developing Rhyl College has produced a key asset for the town. By contrast, choices to build sports arenas and skating rinks have not always gone Rhyl’s way and these have been equally critical for the future. Having sufficient “voice” to make sure that more of these sorts of choices are positive for Rhyl is critical to its future prospects.

The WDA with its development brief is a key player (often alongside the County Council as landowner) in all this. Development plans for the Marine Lake, West Promenade, Ocean Beach and some seafront and HMO property acquisition will have significant impact. What is important for the role of the WDA is the view that is taken about a strategy for Rhyl. An essential part of the proposed Strategic Framework is to emphasise that such a strategy needs to be *carefully engineered* to connect with the other elements that need to “cycle together” to create the necessary momentum for change. Policy integration needs more than an assemblage of differing “views” about how to proceed. Even if there is no commonly agreed strategy to work from there is at least a need for some “rules of engagement” to ensure that the key agency players act transparently – both in concert both with each other and with Rhyl interests.

The County Council pursues a key role in economic development. This comes either through mainstream statutory activity like planning, transport and environmental management or through its role in active partnerships with agencies like those above. For assisted areas European programmes tend to exert a strong pull on the local authority economic development function. This is not least because it represents a prized source of net additional funding. With its demands for formal strategy development, partnership working and the endless machine of the bidding process European funding can absorb officer time disproportionate to its real weight in the development process. It can also contrive to have people believe that bidding successfully for projects is the apex of good practice. But it is the purpose of the Strategic Framework to remind us that proportionately the money contribution is small and most real public support for development comes from mainstream funding. What the “non-economic development” directorates do to support or deflect development can have greater impact. We have added Communities First to the “menu” for Theme Two. Once again, we see the scope within this for community enterprise and ILM based activities. In the case of Communities First, while the focus is local and the objective to give the community

itself a key role, the local authority has to be the key player that ensures the linkage of local actions to the funding mainstream.

We see developments like the newly formed Leisure Trust (Clwyd Leisure Ltd) as another key element in the portfolio for Theme Two. This venture serves to demonstrate why *linkages are so important*. While using the Trust to manage the main leisure facilities is a sound idea, it becomes immediately apparent that success or failure depends on the management of far more. The state of local toilets, streetlights, parking facilities, litterbins, and access roads is even more critical. Managing the one without sensitivity to the other is nonsense and yet we understand that no such framework has yet emerged. Similarly, no strategy to create skills and infrastructure for tourism can afford to ignore the “look and feel” of a town that comes from how well its public spaces are serviced and how the local community feels about itself and its role. The Strategic Framework would, as we show in the Table above, emphasise that despite the inevitable separation of powers and agencies, integration across the three themes is vital. Having the key themes “cycle together” in a given place is the essence of modern theories of local economic development. In Rhyl, the impression we received from our consultees was, to put it mildly, that acting in concert was not an obvious feature of the way the county, the agencies and local interests did their business.

The role of the County Council in economic development is at the heart of Theme Two. It speaks for its constituents’ interests in the realm of inter-agency partnership and has a duty to advise and inform. It has the critical seat at the table as far as Rhyl is concerned but, of course, it has to balance the interests of the County as a whole. How well or badly it has been performing this role is the stuff of the local debates that we have been relating throughout the report.

8.3 Theme Three: Community Strength and Social Capital

As we have pointed out earlier in the report, the presence in Rhyl of a seriously deprived segment of the population is an issue that dominates debate and polarises attitudes. We have also described the existence of a “blame culture” and a signal lack of agreement about a common agenda for going forward. Taking a more positive view, we have also pointed to the existence of significant *potential* community strength and a level of perhaps *latent* social capital that can be mobilised. All this gives Theme Three particular importance as a pillar of our suggestions for a Strategic Framework. All-inclusive partnership is the essence of government approaches to the development process and for Rhyl this is a target yet to be achieved. Policy to bear upon quality of life, the role of the community and social capital creation is now a statutory duty of the County Council through the Community Plan. At the same time mainstream policy for learning, skills and employment has as a key objective the attack on long-term unemployment and social exclusion. The Employment Zone gives this a

particular spatial form in the North Wales coastal belt. Sitting behind this is government policy on the various New Deals and a benefit regime dedicated to helping people into work. Once again, as in Theme Two, there is an element of Rhyl being the end-point for wider strategies where agency choices can be critical.

Policy in the benefit and social services area focuses on the individual, as does much of that for access to FE. Having good supporting structures through local community based and special interest group partnerships is, however, vital to ensuring that the beneficiaries participate. The fact that sign posting and support is essential is shown in the case of the Benefits Advice Shop – a grant aided project that claims to have recovered £1.5 millions in benefit entitlements for its Rhyl clients. Similarly, grant aided projects for young people, a drop-in centre, a credit union, neighbourhood partnerships and so on provide a platform for filling gaps in the local services for socially excluded people. Currently, the bulk of this is funded by what we earlier reported local people as calling “funny money” – short-term grant aid bid for competitively. While the need for these services is clear, the funding regime that supports them is the least likely to offer sustainable high quality or an atmosphere of collaboration and solidarity among the players.

For this pillar of any future Strategic Framework to be a source of strength there is an overriding need to provide co-ordination and to resolve entirely understandable conflict that characterises the scramble for small money on behalf of the most deprived. The Community Plan clearly needs to offer some form of route-way for this but we were not aware of any hard information about its current or future status. In addition to this, however, there needs to be some creative thinking locally about the way a more inclusive structure for community engagement in Rhyl (that is not simply focussed on the most deprived wards) can be achieved. The deprived wards will, however, have access to dedicated resource from Communities First and this should serve to temper their nervousness about small resources spread even thinner. Such a structure must avoid being solely a device for resource allocation. It needs to offer “voice”, be a source of skills and ideas-exchange and a route-way to training and skill development. Models exist and work needs to begin immediately to find what is best for Rhyl.

Critically, whatever is done in this Theme needs to be interfaced with the other two. To tackle it as somehow separate, and not part of the main driving force for economic as well as social success is to continue with the problems of Rhyl's status quo. It will not be easy and expectations of the timeframe should favour the long rather than the short term. Time is needed for capacity to be built and for people to see concrete successes emerging as a sure foundation for the growth of trust.

9. The Selection Box of Local Ideas

As we pointed out earlier, one of the questions we put to our Rhyl respondents was “do you have any ideas for development that could be put into play?” It was perhaps a function of the *creative* tension that exists in the town that there was no shortage of positive ideas. A number of things are already in play in embryonic form but looking for support and recognition. It is also, as we have tried to emphasise, part of our approach to the task of looking for new development in Rhyl that we believe that the building of trust will come more from *shared practical activities* than from fine aspirations. Marrying these two together we have put together a “selection box” of good ideas that have local roots. What is inside the box should not in any way rule out other options. Indeed, we would expect to see more ideas added as soon as possible. The wider set of propositions would have a key function as a number of vehicles by which complementary interest groups could be brought into contact with one another against a mandate to do something visible that will make a difference. At the outset, the project ideas would serve as much a vehicle for discussion, research, skill development and learning the mechanics of working in partnership, as they would be for producing outcomes on the ground. We cannot do them justice in this short report but wish to flag them up as a small number of positive ideas to be worked on. Giving a group of local players the resources and support to work them up further would be, in our view, a significant value for money proposition.

9.1 Community Enterprise Park

The agenda to create new job sources in areas of demand deficiency and to find a means to engage unemployed people in enterprise and employment is a central plank of European local development policy. The things needed to go from theory to practice are straightforward:

- The identification of gaps and market failures in local service provision;
- The assembly of a business case to use a combination of training support and limited subsidy to overheads in a not-for-profit enterprise to fill some of them;
- Where possible the identification of a source of loan finance;
- The clarification of any downside impacts on local business and the building of confidence that it will not produce displacement;
- A process of training, mentoring and support to build capacity in local people to run the enterprise;
- A site or some form of asset to give the venture form and be a vehicle for future independence;
- A job-link brokerage system to ensure wide access as the venture grows;
- An initial champion to take the venture from concept to reality;

Rhyl has many of the elements in place for the creation of a revenue supported property venture that would have an income stream through rents and services provision. The key asset (and the one hardest to find in other cases) is a freehold site. The Foyer site adjacent to the Morfa Clwyd business centre is a venue that has the potential to develop as a Community Enterprise Business Park. It is an asset adjacent to the town's most depressed wards and it is in the control of a partnership with community-based development at the heart of its mission. The business case can be based on the proposition that both Objective One and Communities First should, properly managed, spawn a number of community enterprise and ILM ventures. The CARS project already provides an example of a training based activity that occupies workshop premises and pays rent. Multiplying up the number of those activities that need workshop/office space to support community ventures can represent a future source of rental revenue for a development project that moves early into the marketplace to bring them together at a single location. Co-location of this kind could itself generate a demand for services purchased in common – accountancy, marketing, human resources management – that could be provided or simply housed on site. Co-location in itself would be capable of providing synergies between the ventures on the site while the economies of agglomeration could see all gain in efficiency. There is an *a priori* case here and we believe that further work should be undertaken to flesh it out.

9.2 Environmental Management and Recycling

Another embryonic venture that exists in a small way and has local championship is that for a community enterprise in re-cycling. Again, there is good fit to the elements of the Strategic Framework. There are service enhancements to be made that can fit with the local authority mainstream. There is a strong linkage to national policies by key agencies in respect of landfill and energy conservation and access to jobs for the unemployed. A venture embedded in the community will be a sound vehicle for building community strength. There are many best practice examples available (such as FRC and Create in Liverpool) to show that, well managed; these sorts of ventures can be highly successful and sustainable. Again the available policy framework provides opportunity. The issue to be confronted in making recycling ventures sustainable is scale and this will need to be factored into research on the development of the business case. There are, of course, obvious connections between this venture and the Community Enterprise Park proposition. There are also strong possibilities for connections to an ILM venture for the Employment Zone. Interfaced with one or more ventures in the area of environmental management and conservation (many best practice examples under Groundwork banner can provide key lessons) there is a real opportunity here to envision a degree of sectoral specialisation that would fit with a strategic role for Rhyl in the

wider North Wales context. The connection of both with the Community Enterprise Park proposition is obvious.

9.3 Heritage and Sea Front Refurbishment

There is no doubt that any strategic view of Rhyl's future will need to engage with physical aspects of its redevelopment. The historic legacy of its tourism economy exerts a drag on ambitions to go forward regardless of direction. Policy in this area lies primarily in the domain of the WDA but as we have seen the County has a vital role to play, as do the Housing Associations. The private sector (about which we have said little given the focus on public policy) has a critical role. Our focus here is on local partnership ventures that can offer real outcomes and a basis for practical cross working. Whatever happens in Rhyl, there is going to be a demand for activities in the area of demolition, refurbishment and renewal. This demand will, no doubt, be filled in the commercial marketplace. Locally, however, it is possible to develop local community enterprise to interface with this in the interests of those who would not naturally be drawn into to jobs framework. Again, precedents exist. Sheffield Rebuild has a national reputation for best practice in finding legal and commercially acceptable ways to draw local residents into the rebuilding of the urban fabric. The route-way is through training subsidy and the willingness of the major building firms to take on board a degree of social responsibility. The key side-benefit of this is the pull that can be exerted on having particularly young people acquire training and practical skills that give them a route in to the mainstream labour market. In a sense it represents another ILM proposition but one that has a sustainable social enterprise organisation at the heart of it. Such a proposition would need directly to involve private sector players and this is itself vital to the aim of building trust and partnerships through engagement in practical action. As an embryonic platform for this a vehicle exists that seeks to engage the private sector as a key player in the development of a new image for tourism and leisure services. The Leisure Trust is already in play with a partnership that has many of the right skills and aptitudes. We would see the proposal to develop a "Rebuild" type of community enterprise as one that they could effectively explore and possibly champion.

9.4 JET Centre and Job Brokerage

Whatever process of development Rhyl experiences there will remain a need to reach out into the most deprived neighbourhoods and groups to make sure that they have the information and training opportunity they need to compete for jobs on fairer terms. European funding has been widely used to achieve this through the development of Jobs, Education and Training (JET) centres based in the target areas for social inclusion policy. These can have a wide brief. Examples exist that include crèche and child-care facilities (a separate community enterprise) and playgroups as well as job search, outreach training and education and job

banks. In some of the most ambitious examples web access and a community information call centre can be added to the mix. These sorts of ventures can provide a vehicle for direct engagement by local people both in their own neighbourhoods and in the wider economy through the linkages that they offer. The best of them represent a physical beacon and a tangible asset through which socially excluded people can see themselves as having a stake in the wider society. The neighbourhood and residents groups that already exist form a realistic platform to acquire champions for this venture and there is a need, by definition, for the public agencies to partner in the process.

9.5 Credit and Debt Management and Advice

Part of the health of any community is directly related to the level of available consumer disposable income and credit available to its residents and that is spent locally. Where the population includes a relatively large number of people without access to money or credit this weakens the economic base as a whole. We have already referred to the Benefits Advice Shop with its claim to have drawn £1.5 millions in unclaimed benefits for Rhyl residents. If substantiated, this would, qualify the project as one of the town's major *economic* driving forces. If the Credit Union is added with its ability to extend credit more widely these two bodies in concert have a pivotal role to perform in sustaining economic well being in the town. Both organisations remain heavily dependent on grant aid support and the uncertainty that flows from it for their survival. It would be our view that there is an opportunity here to think more creatively about money and credit and the information and guidance needed for financial health. The sustainable enterprise form needs to be carefully considered and, once again, a platform of informed local players exists to research and perhaps champion the idea.

10. Rhyl 2020

10.1 A Visioning Event?

Part of the brief for the project was to consider some form of "visioning event" to begin the process of having the people of Rhyl confront the future together. From what we have heard and reported here it would be our view that there would be a real danger that such an event could simply become a vent for local frustration. It may have some merit for this reason alone but on past experience we are aware that, mishandled, the entire process could be set back rather than enhanced. Such an event could only be of value against a positive agenda that offers people tangible hope of real outcomes. It would also need to be *led by local players* who are convinced that there is a positive route to follow. The proposition for a visioning event might, however, look very different following a period of investment in working up ideas about activities such as those set out in the "selection box" above. We would recommend

that consideration be given to finding resource to allow local multi-stakeholder groups to do this. A visioning event driven by Rhyl people to set out some ideas about what they see as some locally owned activities that can make a difference to the town would have a wholly different ethos to one run by outsiders against some abstract idea of a strategy. Not only would resource need to be found to support the groups to work up their propositions but sufficient lead-time would also need to be given. We would strongly advise caution on the original idea of the *general* event but would enthusiastically support a proposition to have local groups put forward real and positive ideas for the future to a different kind of event. In our view this would help to build confidence and shift the agenda.

As we have shown in our discussion of the Strategic Framework so much local development these days sees a town like Rhyl at the end-point of a chain of decisions taken at other levels – County, Sub-Regional, Regional, and National. In the sharp-edged competition between places (particularly those that badly need support) *local voice* is more vital than ever. It is now a pillar of public policy that such a voice should be cultivated in the context of partnership. The question across the board is, however, “*whose voice and how articulated?*” There is good evidence to show that where a satisfactory local answer to this question can be arrived at and where a place can effectively signal what it needs, those with the power of decision will take more notice. There is capacity in Rhyl for this voice to be found. We hope that this report and the discussions that gave rise to it will start a process of “coming together” to ensure that the higher ambition of capturing a stake in future development will allow past histories to be set aside in favour of *Rhyl Going Forward*.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E A OWENS, LEAD MEMBER FOR FINANCE

DATE: 28 MARCH 2002

SUBJECT: HOUSING STOCK TRANSFER

1 DECISION SOUGHT

- 1.1** To advise Cabinet members of the financial impact of stock transfer on the Council and to consider referring the matter to Council for a decision on whether to make an application to the National Assembly for Wales for Provisional Approval for stock transfer, allowing the housing stock transfer process to progress.
- 1.2** Cabinet members are advised that the appendices attached must be read in conjunction with this report.

2 REASON FOR SEEKING DECISION

- 2.1** Reasons for seeking the decision at paragraph 1.1 are summarised in Appendix 1. Very briefly, housing stock transfer would have a significant effect both on the Council Fund and on capital resources. However, pursuing it unlocks major sources of investment to improve public sector housing and there currently appear to be no practical options for the Council to achieve this. Even if housing stock transfer were not pursued, "Better Homes for People in Wales", the national housing strategy published by the Assembly, required local authorities to produce plans to bring their housing stock up to quality standards in 10 years.
- 2.2** The Assembly officers have been extremely supportive but are unwilling to give formal confirmation of provision of any particular level of support for "overhanging debt" (see Appendix 2, paragraph 2.4) without an Application for Provisional Approval in the required format set out in their Guidelines. Equally, the Housing Options Working Party are reluctant to go ahead to formal consultation with tenants and a potential ballot without clear information on future rent levels and improvement plans, which would be given in principle once the Provisional Approval for stock transfer is confirmed.
- 2.3** It should be noted that the Application for Provisional Approval does not commit the Council to stock transfer at this stage. For stock transfer to go ahead a Council resolution in favour of the transfer will be required at a future date, subject to a formal ballot of tenants.

3 COST IMPLICATIONS

- 3.1** Stock transfer has a significant impact on many aspects of the Council's operations. In summary, certain services and other costs currently charged to the Housing Revenue Account would remain the responsibility of the Council after stock transfer and would have to be borne by the County Fund. Capital resources available to the Council would be reduced (except in the first year after transfer), as it is assumed there would be a fall in general capital funding provided by the Assembly which would outweigh capital receipts derived from right to buy sales. A full discussion of the cost implications of stock transfer is provided at Appendix 2.
- 3.2** A detailed 5 year estimate is attached at Appendix 3 which summarises the financial impact that stock transfer would have on the Council Fund and capital resources. The figures represent a worst case scenario for the Council, and it is hoped that the actual position would be better than this.

4 FINANCIAL CONTROLLER STATEMENT

- 4.1** The impact of stock transfer on the Council Fund is demonstrated at Appendix 3. This is difficult to estimate precisely, and the situation presented is a worst case scenario for the Council. However, stock transfer will have a significant impact on the Council Fund.
- 4.2** Appendix 3 indicates that whilst the assumed reduction in the general capital funding of the Council following stock transfer could be offset in the year immediately following transfer, thereafter the capital resources available to the Council would be significantly reduced. Whilst the introduction of the prudential borrowing regime as part of proposed legislation may offset this, this would result in further costs in the form of debt charges which would have to be met from the Council Fund.
- 4.3** Against the preceding 2 paragraphs, an estimated £53 million of improvements to the housing stock over 10 years could be carried out if stock transfer went ahead, which would improve the quality of housing for tenants, possibly to the quality level required by the national housing strategy. This would have a significant impact on the local economy, a positive impact on the local environment, on health and quality of life.

5 CONSULTATION CARRIED OUT

The Housing Options Working Party involving Members and Tenants has been meeting regularly for two years. All tenants have received information on the proposed stock transfer in the form of three newsletters, a freephone enquiry line and 25 public meetings. An Independent Tenants Advisor is in place to ensure impartial and accurate information is given.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Stock transfer will have major implications for many areas of the Council including Community Governance and Community Development and Regeneration.

7 RECOMMENDATION

That the question of stock transfer be referred to Council in order to decide whether to make an application to the National Assembly for Wales for Provisional Approval for stock transfer.

RD ~ MR

Appendix 1

REASON FOR SEEKING DECISION

Background

- 1.1 "Better Homes for People in Wales", the national housing strategy published by the Assembly requires all local authorities to quantify the extent of the repair and improvement liabilities in respect of their housing stock, and to produce plans to bring their housing stock up to quality standards within 10 years. The strategy states that on the basis of current information, existing resources are nowhere near the amounts required to raise local authority housing to the quality standards required, and therefore local authorities must consider the other options available to achieve this.
- 1.2 It is estimated that £53 million would be required to undertake improvement works to the Council's housing stock over the next 10 years (although this does not guarantee that quality standards will be met, as these are not defined in the strategy). With the existing level of resources available to the Council, it is estimated that these repairs and improvements would take 25 years to achieve.

Working Party on Housing Options

- 1.3 The Working Party on Housing Options was established in order to examine the alternatives available to the Council concerning the increase of funding to improve the housing stock owned by the Council. Alternatives considered included the Private Finance Initiative ("PFI"), transfer of the housing stock to a company at arms length to the Council, and continuation with existing arrangements. The preferred option of the Working Party for securing the investment needed in the housing stock based on extensive discussion in the Working Party and advice from the lead consultants was to pursue stock transfer to a newly formed local housing company.
- 1.4 Professional advice through experienced consultants has been used to develop the financial and business arrangements of the proposed local housing company. Costs incurred in relation to this have been met partly from housing capital resources and partly from the Assembly.
- 1.5 In accordance with the resolutions of Cabinet and Council, informal consultations have been carried out with tenants concerning the alternatives available to the Council to increase funding to improve the housing stock through the Working Party on Housing Options. Four newsletters have been distributed to all 4,100 tenants and a series of 25 meetings were held with tenants during the first 3 weeks of October 2001 throughout Denbighshire. An extensive telephone survey of 509 tenants was undertaken which demonstrated reasonable understanding and support for the proposals.

Dyffryn Community Housing

- 1.6 A shadow Board for the proposed Dyffryn Community Housing ("Dyffryn") is being formed with 5 Members and 5 Tenants nominated and 5 Independents being appointed. The Tenant representatives expressed concern about the limited geographic coverage of the County by the nominated Members, in particular in relation to the Dee Valley, and this has been brought formally to the attention of the Cabinet.
- 1.7 A draft Business Plan has been presented to the Working Party and Cabinet which sets out proposals for Dyffryn. This is subject to ongoing revision as new information becomes available. This is based on a number of assumptions on future rental levels, management costs and, particularly, improvement and investment programmes. The date of stock transfer if approved is proposed to be April 1 2003.

- 1.8 Essentially the Business Plan ensures that the new organisation is viable as long as the assumptions are correct and the purchase from the Council is at Tenanted Market Value.
- 1.9 Stock transfer would allow Dyffryn access to major funds for improvements to housing over a reasonable period as detailed in the Business Plan. Pursuing this option would lead to estimated spending of £53 million on improvements to the housing stock over the next 10 years. This is funding that cannot be provided by the Council over the same timescale, assuming that the Assembly do not allow the Major Repair Allowance to be used to fund debt charges arising on borrowing to fund housing improvements. Stock transfer would thus have a positive impact on the local economy within Denbighshire.
- 1.10 Good quality housing also has positive effects on people's physical health, their safety and mental wellbeing. Rundown housing causes other social and economic problems - communities become more prone to crime and vandalism, and attracting economic investment becomes more difficult. Achieving improvement to the housing stock is therefore entirely consistent with the Authority's new power under the Local Government Act 2000 to promote economic, social and environmental wellbeing.

Prudential Borrowing

- 1.11 Since the options were originally considered, legislative changes to the Housing Revenue Account ("HRA") and capital finance have been proposed, which include the introduction of prudential borrowing and the removal of rent rebates from the HRA. These proposed legislative changes, in particular prudential borrowing, have been identified as a further alternative.
- 1.12 A consultation paper on the proposed changes, "Freedom & Responsibility in Local Government - A Policy Statement from the Welsh Assembly" has been issued. The consultation paper also seeks views on whether a Major Repairs Allowance for the HRA should be introduced, but indicates that this would not be used to fund debt charges arising from borrowing undertaken to improve the housing stock. If the Major Repairs Allowance was allowed to be used to fund debt charges on borrowing, this would produce a significant source of funding for housing improvements, and this point will be made in response to the consultation paper.
- 1.13 The view of the lead consultants is that it is unlikely that the Council could borrow enough through prudential borrowing and do it quickly enough to meet the 10 year improvement timescale required by the Assembly.
- 1.14 The consultation paper provides no commitment to extra funding to meet the proposed legislative changes. It has been assumed that any extra funding that may be provided by the removal of rent rebates from the HRA or the introduction of the Major Repairs Allowance will be met by a reduction in resources elsewhere, and thus will not provide funding to undertake improvements to the housing stock.

Provisional Approval for Stock Transfer

- 1.15 Following Provisional Approval being given by the Assembly, the point will be arrived at when separate advisors to the Council and Dyffryn will be required to avoid conflict of interest, together with separate management teams to undertake stock transfer and the day to day management of housing.

Appendix 2

COST IMPLICATIONS

Introduction

- 2.1** Stock transfer has a significant impact on many aspects of the Council's operations. This Appendix provides a detailed discussion of the revenue and capital implications for the Council of stock transfer.

Housing Debt

- 2.2** Stock transfer to Dyffryn will generate a capital receipt for the Council currently estimated at £13.1 million. The value of the receipt is subject to verification from the Assembly that the assumptions leading to this sum are correct.
- 2.3** The outstanding debt on the HRA at the time of stock transfer is estimated at £17.4 million, plus premium on the early redemption of debt (estimate £4.5 million) and the costs of transfer (estimate £1.5 million). Total debt on the Housing Revenue Account is thus estimated at £23.4 million.
- 2.4** From the above figures, the capital receipt generated from transfer will not clear the total debt on the HRA. However, the "overhanging debt" - £10.3 million based on the above calculation - will be met in full by the Assembly, extinguishing the debt on the HRA.

Capital Expenditure on Housing

- 2.5** Following stock transfer, all expenditure on improvements to the housing stock would be the responsibility of Dyffryn. The Assembly provides general capital funding to fund capital expenditure by the Council. The Council decides how much of this is spent within the Housing Revenue Account. The Assembly has indicated that there would be a fall in the Council's level of general capital funding due to stock transfer, as the number of council houses are in the formula for distributing the funding.
- 2.6** However, it has been assumed for the purposes of calculating the impact of stock transfer that the general capital funding made available to the Council by the Assembly would be affected over and above the reduction discussed in the previous paragraph. This arises from the fact that, as per normal arrangements for private tenants, subsidy provided by the Assembly in respect of tenants of Dyffryn receiving housing benefit would be greater than the value of housing revenue account subsidy provided to the Council.
- 2.7** In 2003/4, the year following stock transfer, the additional cost to the Assembly is estimated at £2.3 million. Whilst some of this increased cost would be met from the reduction in general capital funding previously given to the Council to support housing capital expenditure, it is assumed that the balance will be met from general capital funding provided to the Council to meet non-housing capital expenditure. In 2003/4, the reduction of general capital funding to meet non-housing capital expenditure, such as schools, roads etc... is estimated at £1.1 million.
- 2.8** The reduction in general capital funding would be mitigated in 2003/4 by the availability of usable capital receipts earmarked to finance capital expenditure on housing (see paragraph 2.10), and by capital receipts derived from right to buy sales following stock transfer (see paragraphs 2.11 to 2.13 below). However, the former is a one off item, and capital receipts from right to buy sales will decline after 2003/4 and eventually reduce to zero after 15 years.
- 2.9** Details of the assumed impact on general capital funding outlined above have been provided to the Assembly. The Assembly stated that any additional funding required to meet increased

housing benefit cost would not necessarily be met from a further reduction of the Council's general capital funding. No firm decision has been reached within the Assembly as to how additional costs arising from stock transfer would be funded. The safest assumption was that any additional costs arising from stock transfers would be met from existing Assembly housing provision.

Usable Capital Receipts

- 2.10** Capital receipts earmarked to finance housing capital expenditure totalled £225,139 at 31 March 2001. This balance will increase during 2001/2 and 2002/3 as a result of receipts derived from right to buy sales, and will only reduce if receipts are applied to finance housing capital expenditure. As the previous paragraphs describe, it is assumed the Council would face a reduction in general capital funding following stock transfer. If capital receipts were not used to finance housing capital expenditure from now until stock transfer, it is estimated that the capital receipts available would be £925,000 at that time. This balance would then be available to mitigate the reduction in general capital funding available to the Council following stock transfer.

Right to Buy Income

- 2.11** Following stock transfer, tenants would have the right to buy their property from Dyffryn. Experience from previous stock transfers at English local authorities indicates that the income received by Dyffryn from the sale less the purchase price paid by Dyffryn at the time of stock transfer would be payable to the Council, and that the Assembly would not seek to clawback any of this income. This sum would be paid to the Council on each right to buy sale made by Dyffryn in the 15 year period following stock transfer, on a tapering basis. It has been assumed that this would be the case if stock transfer went ahead, although the Assembly have indicated that no guarantee can be given that the policy on clawback of such receipts will not change.
- 2.12** In the year following transfer (2003/4), the average amount due to the Council is estimated at £13,700 per property sold. Based on 100 sales during the year, this represents an estimated capital receipt to the Council of £1,370,000. Thereafter, it is assumed that the number of sales would fall to 50 in each year, so reducing the capital receipt to the Council. The capital receipt to the Council would reduce to nil after 15 years.
- 2.13** The view has been expressed by the Assembly that there would not be any set aside applicable to these receipts. Thus, these capital receipts are usable capital, and would be available to fund capital expenditure.

Disabled Facilities Grants

- 2.14** At present, disabled facilities grants to private landlords are part of the general capital expenditure of the Council. The estimated cost of disabled facilities grants to Council Tenants in 2002/3 is £150,000. The funding for this expenditure comes from resources available to finance housing capital expenditure.
- 2.15** Following stock transfer, the Council would award disabled facilities grants to tenants of Dyffryn, as a private landlord. To meet this expenditure, the Council would need either to re-prioritise existing resources or seek additional capital funding from the Assembly.

Building Maintenance Contract Services

- 2.16** Under existing arrangements for service delivery, housing repairs are carried out by Building Maintenance Contract Services ("Building Maintenance") under a contract which expires in October 2003.
- 2.17** If housing stock transfer went ahead, it would be the responsibility of Dyffryn to determine how housing repairs would be provided once the contract has expired. Therefore Building Maintenance will need to tender for the contract at some point in the future regardless of

whether stock transfer goes ahead or not. If Building Maintenance were unsuccessful there would be an impact on the rest of Contract Services together with central support services and fleet management, and the costs associated with this would be significant. However, these costs would be incurred if Building Maintenance were unsuccessful whether stock transfer occurred or not.

- 2.18** If Dyffryn set up their own in-house repairs service from October 2003, the majority of the staff employed by Building Maintenance would be eligible to transfer under TUPE.
- 2.19** The Assembly have expressed the view that any surplus arising in the period following stock transfer would remain with Building Maintenance, and it would be for the Council to decide how to allocate this surplus.

VAT

- 2.20** The Council would have to add VAT to recharges to Dyffryn made by Building Maintenance for repairs work undertaken following housing stock transfer.
- 2.21** Current evaluation of stock transfer on the Council's partial exemption limit for VAT purposes by external consultants indicates that whilst stock transfer increases the chances of the limit being exceeded in future, this risk can be managed by ensuring that the VAT implications of capital expenditure by the Council are carefully monitored.

Expenditure - Council Fund

- 2.22** After stock transfer, the responsibility for the day to day management of the housing stock would lie with Dyffryn, who would bear the associated net expenditure.
- 2.23** However, the provision of certain services currently charged to the HRA will remain the responsibility of the Council and will not be undertaken by Dyffryn. The cost of these services, together with certain other costs borne by the HRA will have to be borne by the Council Fund. These include :
- i) housing strategy, homelessness administration, supporting people fund and welfare services. These must be undertaken by the Council owing to statutory requirements. These costs will need to be charged to the Council Fund regardless of whether stock transfer occurs in order that the Council complies with proper accounting practice;
 - ii) direct costs borne by the HRA. These are fixed in nature and cannot be avoided by the Council e.g. share of salary of Director and Director's PA, debt management expenses, interest charges;
 - iii) support service charges borne by the HRA. Some of the services for which charges are currently made will not be required by Dyffryn, and it is likely that support service costs will not transfer exactly to Dyffryn. It is at the discretion of Dyffryn which services are purchased from the Council e.g. cashiers, information technology support, legal services etc...;
 - iv) housing benefit costs. Following stock transfer, 5% of the cost of housing benefit to tenants of Dyffryn must be met by the Council, as per normal arrangements for private tenants. The cost of discretionary enhancements to housing benefit currently paid to Council tenants must also be met from the Council Fund. These will be met in full by the Council for the first 3 years after stock transfer, but thereafter will be partially offset by an increase in Revenue Support Grant. This is due to the fact that Revenue Support Grant is based on actual expenditure data that has a 3 year time lag.

Revenue - Council Fund

- 2.24** As explained at paragraphs 2.11 and 2.12, the Council would receive a capital receipt based on the income received by Dyffryn from right to buy sales less the cost of the property to Dyffryn at the time of stock transfer. For 2003/4, this is estimated at £1,370,000.
- 2.25** As discussed at paragraph 2.13, the view has been expressed by the Assembly that there would not be any set aside applicable to these receipts. Thus, these capital receipts are usable receipts, and would be available to fund capital expenditure.
- 2.26** At present, no provision has been made for redundancy costs as a consequence of stock transfer. This may affect senior management staff, support services and housing staff who do not wish to transfer to Dyffryn. Under the Council's redundancy policy redeployment of staff would be sought, but if suitable posts are not available, redundancy maybe the only option.

Net Impact on Council Fund and Capital Resources

- 2.27** A detailed 5 year estimate is attached at Appendix 3 which summarises the impact on the Council Fund and capital resources of transferring the housing stock. The figures represent a worst case scenario for the Council, and it is hoped that the actual revenue and capital position would be better than this.

HRA Balance

- 2.28** The balance on the HRA would remain with the Council following stock transfer. The balance on the HRA and the provision for bad debts on rents would be available to write off any outstanding housing rents considered uncollectable that have not been acquired by Dyffryn. Estimates of the balances on the HRA and the provision for bad debts at 31 March 2002 and 31 March 2003 are provided at Appendix 4.

Appendix 3

Housing Stock Transfer - Estimate of net impact on the County Fund

	2003/4		2004/5		2005/6		2006/7		2007/8	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure										
Housing strategy	50		52		53		55		56	
Welfare services	16		16		17		17		18	
Homelessness administration	73		75		77		80		82	
Supporting people fund	0		0		0		0		0	
		139		143		147		152		156
Director - salary	28		29		30		31		32	
PA to Director - salary	6		6		6		7		7	
Debt management costs	8		8		8		9		9	
Interest charges	20		20		20		20		20	
		62		63		65		66		67
Support services charges :										
- Information technology	60		62		64		66		68	
- Courier service	1		1		1		1		1	
- Accommodation	38		39		40		42		43	
- Legal (including right to buy charges)	59		61		63		64		66	
- Personnel	5		5		5		5		6	
- Finance	146		150		155		160		164	
- Customer services	32		33		34		35		36	
- Recharges - other	10		10		11		11		11	
- Supporting people recharge	13		13		14		14		15	
Less : savings in support charges	-182		-262		-309		-318		-328	
		182		112		77		80		82
Housing benefit :										
- 5% met by DCC	242		249		257		264		272	
- cost of local scheme	28		29		30		31		32	
Less : increase in RSG	0		0		0		-240		-248	
		270		278		286		55		56
Total impact on revenue budget		<u>653</u>		<u>597</u>		<u>576</u>		<u>352</u>		<u>362</u>

Housing Stock Transfer - Estimate of impact on capital resources

	2003/4		2004/5		2005/6		2006/7		2007/8	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Reduction in general capital funding		1,132		1,166		1,201		1,477		1,522
Usable capital receipts earmarked for housing capital expenditure at 31/3/03		-925		0		0		0		0
Right to buy sales - receipts from Dyffryn		-1,370		-659		-630		-599		-565
Total impact on capital resources		<u>-1,163</u>		<u>507</u>		<u>571</u>		<u>879</u>		<u>956</u>

Notes :

- all other costs in the HRA except those shown above transfer across to Dyffryn Community Housing ("Dyffryn").
- costs and income rise by 3% per annum.
- costs above are currently charged to HRA or housing capital.
- welfare services (£16k) is made up of salaries incurred on Piper Lifeline.
- interest charges arise as the saving on external debt repayments following stock transfer is more than offset by the loss in interest charged by the County Fund to the HRA under the Item 8 determination.
- support service charges currently made to the HRA are shown as chargeable to the County Fund, less a saving based on support services required by Dyffryn and savings to support service costs made by the Council. Saving in 2003/4 = 50%, 2004/5 = 70%, 2005/6 = 80%, 2006/7 = 80%, 2007/8 = 80%.
- supporting people recharge is for member of staff seconded from Personal Services.
- 81.5% of housing benefit cost is met from RSG from 2006/7. This is assumed to be met from reduced general capital funding.
- right to buy sales income reduces over 15 years on a straight line basis.
- right to buy sales in 2003/4 =100; 2004/5 - 2007/8 =50. Sales higher in 2003/4 based on experience at other local authorities in the year following transfer.

REPORT TO CABINET

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

DATE: 28 MARCH 2002

SUBJECT: SCHOOL BUILDINGS IMPROVEMENT GRANT 2002-2003 / 2003-2004

1 Decision Sought

To seek Members approval to the submission made by Denbighshire in respect of the 2002/2003 and 2003/2004 financial years.

2 Reason For Seeking Decision

The National Assembly for Wales have recently invited Authorities to submit bids for capital funding under the School Buildings Improvement Grant against their indicative allocations. In the case of Denbighshire this is £1.193m for 2002/2003 and £1.390m for 2003/2004.

The timescale for submitting bids is extremely tight. The letter inviting Authorities to bid was dated 27 February 2002. The deadline is 31 March, 2002 and proposals are currently being drawn up. More detailed information will be sent to Members by 25 March 2002.

The National Assembly for Wales states that it is looking to Authorities to:

- Phase out all sub-standard mobile accommodation in their schools. Priority should be given to the removal of such sub-standard facilities and such works would constitute acceptable use of this funding.
- Have due regard to the requirements of the SEN and Disability Act 2001. All works should be planned with the requirements of this act in mind.
- Use funding through school buildings improvement grant as entirely additional to normal capital programmes.
- Continue to work toward an authority-wide Asset Management Plan based on up-to-date building condition surveys so that investment is properly prioritised..
- Continue to prime their own organisations to handle large capital programmes.

The projects which are currently being costed and evaluated are:~

Prestatyn, Ysgol y Llys	-	Replacement Hall
Ruthin, Ysgol Brynhyfryd	-	Extensions to replace mobiles
St Asaph, Ysgol Glan Clwyd	-	Provision of lift for disabled
Secondary Schools	-	Upgrade Home Economic Areas
Denbigh High School	-	Adaptations to create additional classroom

In addition the NAW have agreed in principle to allocate £26k from the 2002/2003 allocation to meet the shortfall in funding for the 2 classroom extension which is currently being built at Ysgol Tremeichion funded from the 2001/2002 New Deal allocation

The major schemes proposed for inclusion in the submission are in accordance with those included in the Authority's draft Asset Management Plan

3 Cost Implications

Nil - 100% Grant

4 Financial Controller Statement

The final approved schemes will be built into the Council's Capital Programme and monitored in accordance with the normal capital schemes monitoring procedures.

5 Consultation Carried Out

Head of Consultancy Services	-	In agreement
C.P.U.	-	In agreement
Head of Strategy & Resources (Lifelong Learning) -		In agreement

6 Implications On Other Policy Areas Including Corporate

The programming of capital improvement works on school sites will improve the condition of the County building stock and will alleviate Health and Safety and building maintenance problems. It is also intended to remove a large number of mobile classrooms which is one of the key aims of the National Assembly for Wales.

7 Recommendation

That Members approve the recommendations.

LL ~ JW

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

DATE: 28 March 2002

SUBJECT: Transport Best Value Cross Cutting Review: Phase 1 Report

1. DECISION SOUGHT

1.1 Members are invited to consider the first phase report from the Transport Best Value Cross Cutting Review group, review the findings to date and consider the options identified for further review.

2. REASON FOR SEEKING DECISION

2.1 The Transport Best Value Cross Cutting Review is one of the reviews identified as part of the programme for year 2 of the BV process. The decision to progress as a cross cutting review was taken following a previous attempt to review fleet operations that proved abortive due to the links between service delivery and the fleet operation itself. This was primarily due to the complexity between the operating services, the procurement policies of the Authority and the legislative requirements governing this aspect of work.

2.2 The first phase of the review is now complete and the report produced by the group is enclosed herewith. Progress has been delayed due to the complexity of the area under consideration and the consequent difficulty in agreeing the scope of the review.

2.3 A range of options for further review have been identified, and because of the nature of the review these are grouped into categories. As a consequence, not all of the options may need detailed consideration, because agreement of the higher order options may rule out some options in other categories.

2.4 The provision of transport solutions is an area where other Authorities and the larger private sector companies will have considerable experience. In order to ensure that best practice across as wide a range of organisations as possible is identified, Members are invited to consider the use of external consultants to assist in this process. The cost of transport provision within Denbighshire is considerable, and to ensure that best practice options are explored in detail, additional external technical support is recommended.

3. COST IMPLICATIONS

3.1 Few at this stage, other than significant input of Officer time. Members are requested to consider, the allocation of additional resources to enable to review to proceed and thereby ensure that the comparison part of the review is as extensive as possible, then additional costs would be incurred. Whilst no tenders have been sought, it is likely that appropriate consultancy support could cost approximately £30k. It is hoped however that identification of best practice arising from this process would secure long term cost savings for the Authority.

4. FINANCIAL CONTROLLER STATEMENT

4.1 It will be necessary to report back to Cabinet when the financial implications are fully identified together with the impact on the Directorate's budget of the costs concerned.

5. CONSULTATION CARRIED OUT

5.1 The report is the product of an extensive piece of work by the Transport Best Value review group, which includes Members and Union representation. Formal consultation will follow in the second phase of the process.

6. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 6.1** The paper may have a significant impact on the way in which transport services are procured within the County Council. It is hoped that the report will also influence the way in which the Council considers all its procurement processes and have an input into the emerging review of procurement. Depending on the options chosen for further review, the paper could have implications for staff within the Authority.

7. RECOMMENDATIONS

Members are invited to :-

1. Consider the report and agree the options to be investigated as part of the second phase of the review as identified in the enclosed report from the Transport Best Value Cross Cutting Review Group.
2. Consider the allocation of additional financial resource to the review team and the appointment of external consultants to support the group in order to facilitate the identification of best practice for transport operations.

ED ~ IPJ

TRANSPORT CROSS CUTTING BEST VALUE REVIEW

PHASE 1 REPORT

1. INTRODUCTION

1.1 In 2000 the Council agreed that transport operations across the Authority would be reviewed by a cross cutting process. This followed an abortive attempt to review Fleet operations which did not progress because of the complexity of interaction with many services across the County Council. As a result a wider review was initiated which was intended to consider all aspects of work within the Council involving the acquisition of transport in its wider sense.

Due to the complex nature of the subject being reviewed, and the tendency for the discussions to consider the way in which the client service was provided rather than the process leading to procurement decisions, a decision was made to split the Best Value Review Group into two sub groups, in order to move the review forward. It was envisaged that the full Best Value Team would be called together to review progress, to consider the various options available, and to begin the process of challenge and moving through to final recommendations.

1.2 Having identified the main groups of options, it is important for the members to consider progress taken to date, and also to consider the findings and the various options which exist, before progressing with the next stage of the review.

1.3 A significant amount of information has been collected, and the key relevant information is gathered herewith into a report, in order to facilitate the process.

2. SCOPE OF REVIEW

2.1 Enclosed herewith are the two scoping documents, attached as Appendix A, which set out the terms of reference of the two groups which have been considering the various elements that comprise the authority's transport functions.

2.2 Group A has been considering the way in which the Fleet is managed, the maintenance operations of the vehicles, and issues surrounding the operators licence within the County. Group B has been considering the procurement of either vehicles or transport services, and the decision-making process which leads to decisions as to whether vehicles are acquired, whether a contract is offered, or whether some kind of lease arrangement should be created. Two categories of options exist here, those relating to the procurement decision, and a group of options dealing with external transport contracts.

2.3 These options which will form the basis of the detailed work to be carried out in the second phase of the report, subject to Members consideration.

3. BASELINE INFORMATION

3.1 The following information is included as Appendix B in the report. It should be noted that all information is based on the 2000/2001 financial year.

1. A full list of all vehicles within the Fleet
2. Cost information on the vehicles
3. Staff and staffing structure for the vehicle maintenance section
4. Information on local bus contracts
5. Information on school contracts
6. Information on SEN contracts
7. Information on Social Services contracts

4. PERFORMANCE INDICATORS

- 4.1 A considerable amount of work has been carried out across Wales by the Transport Group, and this has led to a detailed and comprehensive list of Performance Indicators for the service. Unfortunately, the list has only recently been completed, and therefore benchmarking data is only starting to emerge. However, the process has started and ultimately, as long as all Authorities collect the data, detailed comprehensive information will be available. Separate Best Value Indicators exist for Transport Services, in particular with regard to passenger transport area. Copies of the Performance Indicator information are included as Appendix C.

5. CURRENT MANAGEMENT ARRANGEMENTS

- 5.1 This is a complex area, and work has been carried out in both groups to attempt to identify, in a consistent flow chart format, the way in which the process currently operates within the Authority.
- 5.2 It has become apparent, however, that there is no consistent pattern across the Authority, particularly regarding the way in which consideration of alternatives for service provision is undertaken, and also in terms of process and procedure.
- 5.3 Similarly, there is limited liaison between services and directorates in relation to assessing whether synergies exist between operating services, which means that coordination of the use of contracts or vehicles is limited.
- 5.4 Across the Authority, the way in which vehicles are managed depends largely on a three party arrangement between the client department, the fleet manager and the DSO who undertake vehicle maintenance. It should be noted, however, that DSO is also a major client of the fleet and therefore, in some instances, wears two different hats.
- 5.5 In Appendix D, therefore, are flow charts which set out the way in which relationships across the Authority works.
1. The flow chart headed 'Contract Services - Service Requirements and Procurement' sets out the way in which the DSO consider how to acquire either vehicles or transport services. This is regarded as being a reasonable model of the way in which the process operates in other Services and Directorates.
 2. Flow chart headed 'Client Fleet DSO Relationship' sets out the way in which the three parts of the management process interact with each other regarding the management and maintenance of vehicles once they have been acquired by the County Council.
 3. Flow chart headed 'Home to School Transport' shows a typical process whereby a user department seeks transport services, in this case between a child's home and school. However, it is typical of an arrangement whereby a contract for transport services is procured by the County Council. Again this will vary slightly across Directorates and Services, but is a typical model.

6. REVIEW OF OPTIONS

- 6.1 The work of the two groups has led to the identification of a number of options. For ease these are grouped into a number of categories. In most cases the decisions on some of the options will be linked into decisions taken in other categories. However in order to try and clarify this process the options are grouped below.

Procurement Processes

Within the County Council at present, the Fleet Manager has responsibility for ordering the vehicles and also within Highways Department, there is a central hire desk, and a transport unit which arranges for term contracts for the provision of school transport. With the exception of the above, however, decisions are taken within individual services or directorates in relation to the procurement of vehicles. For example, an operating service

requiring transport services will make a decision either to pursue a term contract to lease a vehicle, hire a vehicle, or acquire a vehicle. Instructions are then given to the fleet manager or transport co-ordinator, as appropriate, to pursue the acquisition, lease or contract to meet the need.

There are many reasons why this happens, many historic, but in most cases decisions are taken by reference to the availability of revenue or capital, as appropriate. This influence may lead to increased costs for the Council as decisions are influenced by the availability of money and not the most long term cost effective solution. It is also apparent that limited contact exists between services regarding maximising the use of vehicles. It is felt that synergies may exist which are not currently being exploited. It is, however, relevant to note that the geographic spread of operating locations throughout the County may make these synergy's difficult to exploit.

The Group has considered various alternatives in which decisions could be made regarding procurement, and these form the options which the review should consider:

- A. Do nothing Option - we carry on as we are where individual services make decisions about their transport requirements and the way in which the vehicles are procured, according to service priorities.
- B. The County considers setting up a central transport procurement unit and individual services would frame their request for transport services and decisions would be taken by a central group as to the most appropriate way of providing to meet that need.
- C. A middle ground alternative could also exist whereby a series of guidelines and a common policy is prepared for the County which individual services and directorates then follow to influence and advise their decision-making process as far as the purchase of transport services is concerned. This should be prepared in line with the review of procurement across the County which is being envisaged at the moment.

Each of the above Options represents an alternative method of making decisions as to how the operational needs of the organisation are met for transport. This represents one key group of options which require to be considered, challenged, and best practice in other organisations identified leading to a formal recommendation from the Group to the Council.

Management of the Fleet within the County Council

Currently, as the ongoing management of the Fleet is split between the Fleet Manager in Highways Department and the maintenance unit within the DSO. It is considered by the Group that a range of options exist in relation to this particular element of the function.

- A. Source the entire Fleet from an external provider via a 'Provision of vehicles with maintenance contract'
- B. Contract out the Fleet management function retaining the maintenance of the fleet by the in-house DSO.
- C. Contract out the Fleet management function with maintenance of the fleet by an external provider
- D. In house Fleet management with maintenance via external contractors
- E. Joint working / partnership with a neighbouring Authority or external contractor.
- F. Provision of Fleet management and maintenance in house, with revised managerial control - in effect merging management and maintenance into one service.
- G. Provision of Fleet management and maintenance in house - in effect the 'do nothing' option, but with revised procedures possibly emerging from the first group of options above.

Passenger Transport Provision

This represents a category of options based on the procurement of external public passenger transport services, within the County. Synergies may however exist with the internal services provided, and consequently it is considered that a number of options for service delivery other than the current direct contractual arrangements with external contractors exist.

- A. Retain the external contractual arrangements with management and procurement externalised.
- B. To purchase and operate in house fleet to provide home to school transport for some services.
- C. To purchase and operate in house vehicles to provide non commercially viable local bus services where this is lower than current subsidy levels.
- D. To create an internal passenger transport co-ordination unit to identify and exploit synergies between operating services utilising a combination of internal and external transport contracts as appropriate.
- E. Continue with existing management and procurement arrangements.

7. NEXT STEPS

- 7.1 Members are invited to consider the Options set out above in the light of the experiences and information provided by the work done to date. Consideration of whether all or some of the options should be excluded prior to undertaking a comparison exercise with other authorities and businesses across the UK should be made. Also Members should question the way in which the service is currently provided within Denbighshire and whether any of the options above are capable of providing an enhanced or improved or more cost-effective level of service.
- 7.2 Members are also requested to consider how transport procurement fits in with the overall review of procurement within the Authority, and whether there are lessons to be learned from this exercise which could have relevance for procurement processes elsewhere within Denbighshire.
- 7.3 Members should also consider methods of reviewing best practice and consider what processes are required in order to effectively challenge some of the assumptions made in the report.
- 7.4 Finally, Members should consider progress to date, whether the issue of transport provision within the Authority as a cross-cutting issue has been addressed by the work to date, and whether improvements or changes to the process made to date should be considered.

8. CONCLUSIONS

- 8.1 Subject to the issues raised above, Members are requested to consider the work undertaken to date and provide guidance on the areas of consideration, prior to progressing with the second phase of the Best Value review.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR A E ROBERTS, LEAD MEMBER FOR PERSONAL SERVICES

DATE: 28 MARCH 2002

SUBJECT: CHARGING FOR RESIDENTIAL SERVICES 2002/2003

1. **DECISION SOUGHT**

- ◆ To seek approval for the Maximum Charge for Local Authority Residential Accommodation 2002/03.
- ◆ That Members approve an inflation factor increase of 2.5%.

2. **REASON FOR SEEKING DECISION.**

This Authority has set clear expectations that charges should assist access to services for those on a low income. The proposed charges reflect inflation only.

3. **COST IMPLICATIONS**

It is necessary to take account of the budget expectation of increased income year on year. There is also the requirement to maintain a link between the charges made and the increased cost of the service provided.

4. **FINANCIAL CONTROLLER STATEMENT**

The proposed increase in charges is in line with the assumptions built into the Directorate budget for 2002/03.

5. **CONSULTATION CARRIED OUT**

Consultation not felt to be required as proposed increases reflect inflation only.

6. **IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

None.

7. **RECOMMENDATION**

That Members approve the 2.5% increase in charges as set out below, with effect from April 2002.

	Current Charges per week 2001/2002	Proposed Charges per week 2002/2003
Short Term Care	£226	£232
Permanent Care	£306	£314

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR A E ROBERTS, LEAD MEMBER FOR PERSONAL SERVICES

DATE: 28 March 2002

SUBJECT: Charging for Non-residential Services 2002/2003

PURPOSE OF REPORT: To seek approval for proposed charges from April 2002.

1. DECISION SOUGHT

- ◆ To seek approval to increase charges by inflation.
- ◆ That Members approve the revised table of charges as set out in Appendix 1.

2. REASON FOR SEEKING DECISION

This Authority has set clear expectations that charges should assist access to services for those on low income. The proposed charges reflect inflation, but are still far below the true cost of the service.

The proposed charges represent a holding position. The current charging framework will require review in the light of the Assembly's forthcoming guidance on charging for non-residential services.

3. COST IMPLICATIONS

There is a requirement to maintain a link between the charges made and the increased cost of the service provided.

4. FINANCIAL CONTROLLER STATEMENT

The proposed increase in charges is in line with the assumptions built into the Directorate budget for 2002/03.

5. CONSULTATION CARRIED OUT

Regular meetings have taken place with representatives of client groups via a consultation group. Discussion has taken place around developing and updating our charging policy in line with guidance from the National Assembly. This may include deciding a mechanism for fee level changes in future years.

6. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE.

The Directorate's Charging Policy contributes to the Authority's Anti-Poverty Strategy.

7. RECOMMENDATION

That Members approve the 2.5% increase in charges as set out in Appendix 1.

PS - PMcW

CHARGES FOR SERVICES For those Clients with Capital below £16k		
SERVICE	CURRENT CHARGE	PROPOSED CHARGE FROM APRIL 2002.
Domiciliary Services		
HomeCare	£6.00 per hour	£6.15 per hour
Night Care	£7.90 per night	£8.10 per night
Day Care	£4.40 per day £2.20 per 4 hours	£4.50 per day £2.25 per 4 hours
Project Work	£6.00 per hour	£6.15 per hour
Maximum Charge	£44.35 (Day) or £60.95 (Day & Night)	£45.45 (Day) or £62.50 (Day & Night)

CHARGES FOR SERVICES For those Clients with Capital above £16k		
SERVICE	CURRENT CHARGE	PROPOSED CHARGE FROM APRIL 2002.
Domiciliary Services		
HomeCare	£7.20 per hour	£7.40 per hour
Night Care	£34.15 per night	£35.00 per night
Day Care	£22.00 per day £11.00 per 4 hours	£22.50 per day £11.25 per 4 hours
Project Work	£7.20 per hour	£7.40 per hour
Maximum Charge	Full Cost of Care Package	Full Cost of Care Package

Meals on Wheels and Frozen Meals		
All clients	£2.05	£2.05 (this figure remains unchanged from 2001, but is under review and will be the subject of a separate report)

REPORT TO: CABINET
DATE: 28 MARCH 2002
REPORT BY: COUNCILLOR E A OWENS, LEAD MEMBER FOR FINANCE
SUBJECT: VERIFICATION FRAMEWORK - BENEFITS

1. Decision sought

To consider and agree the proposal to implement two modules of the Verification Framework (VF), with the option to introduce the third module at a later date.

2. Reason for Seeking Decision

The Government is committed to reducing poverty and develop an active benefit system which supports work, savings and honesty. To achieve these aims it is vital that administration of the Housing Benefit and Council Tax Benefit system is secure and fair, providing help where it is needed and is vigilant in tackling fraud and error to ensure value for money for tax payers.

The Verification Framework sets out the information which must be verified before benefit is paid, specifies what is acceptable as evidence and what checks must be made during the life of a claim. Although VF is not currently mandatory, there are various aspects of it which Local Authorities are expected to implement.

From April 2002 the VF will be split into three modules (see Appendix A) and adoption of the scheme, in whole or part, will continue to be voluntary. The main thrust behind introducing VF at this time is that the proposed Performance Framework sets national standards in the administration of housing and council tax benefit that may eventually lead to a link between performance and administration subsidy. The standards are closely linked to those in the VF.

In order to take full advantage of the current available funding, it is proposed that we apply for funding from the Department for Work and Pensions (DWP) for two of the three modules and introduce the scheme gradually in order to reduce the impact on processing.

The intended implementation date would be 1 October 2002.

3. Cost Implications of the Report

Introduction of the VF will increase the administration for every claim as more detailed information and supporting evidence will be required. This includes seeing all original documents - at present we only see original documents which support identity, this will be extended to all supporting evidence submitted with a claim form. In order to reduce the impact on the department we have requested funding from the DWP for two additional members of staff, PC's, training and publicity. The two additional staff will also assist with the additional pressures that will be created servicing the counter and will be used as floating support for each area team. As an incentive for Local Authorities to sign up to the VF, enhanced payments are being offered to Local Authorities who apply before the end of March 2002. Details of the funding arrangements are as follows:

	<u>First Module</u>	<u>Second Module</u>	<u>Third Module</u>
	New Claims	Renewal Claims	In-claim Activity
Set up Funding	£28,707	£9,569	£9,569
On going funding	£33,858	£6,929	£33,858

There are also increased financial rewards for the Weekly Incorrect Benefit Savings scheme (WIBS) which will be introduced on 1 April 2002 for Authorities that are VF compliant.

4. Financial Controller Statement

Any additional expenditure will be contained within the funding granted by the DWP, although there has been no commitment from the DWP as to the level of ongoing funding that will be paid in future years.

5. Consultation carried out

Voluntary Agencies, Private Landlords and Housing Associations have been consulted in connection with the initiative and are already aware of the Government initiative. Internal services such as Housing and Internal Audit have been consulted. The general reaction is one of caution although most parties agreed it is inevitable. A phased approach was favoured and is likely to cause less disruption to the service and delay to claims. It is inevitable that there will be some disruption to the service. However, with the additional staff and in-depth training it will be kept to a minimum and is expected to last for about 3 months.

If approval is given, further consultation and seminars will take place throughout the implementation of the project. A Project Team will be set up and they will report regularly to a Project Board comprising of senior management and the Lead Member for Finance. Regular reports on progress will be made to the Resources Scrutiny Committee who will be involved at all stages of the implementation. Volunteers from other agencies, with experience of VF in a neighbouring authority, have agreed to work alongside officers to assist with the implementation. There will also be close liaison with this authority to learn from their experience.

6. Implication on Other Policy Areas

VF is totally consistent with the Authority's policies of promoting work, reducing poverty and supporting the well-being of a diverse economy. VF is also an effective mechanism for minimising fraud.

7. Recommendation

Cabinet agrees to the request to progress with two of the three Verification Framework modules, seeking funding from the Department for Work and Pensions.

Appendix A

From April 2002 the VF will be split into 3 modules: New claims; Renewal Claims; and In-Claim activity (visits)

LA's signing-up to the New Claims module will be required to have an anti fraud policy; verify all new claims to VF standards; assign new claims to the appropriate Risk Groups and set an appropriate benefit period according to Risk Group.

LA's will be required to carry out this activity for all new claims received from the date the LA becomes compliant with this module of the VF. Any subsequent renewal claim from that claimant will also have to be assessed to VF standards. This will apply regardless of whether the LA has adopted the Renewal claims module at the time of making a decision on the renewal claim.

LA's signing up to the Renewal Claims module will be required to have an anti fraud policy; verify all renewal claims to VF standards; assign renewal claims to the appropriate Risk Group and set appropriate benefit periods according to Risk Group.

LA's will be required to carry out this activity for all renewal claims where the start date of the next benefit period is on or after the date the LA becomes compliant with this module of the VF.

LA's will not be required to undertake visits to claimants as part of the New or Renewal claims modules.

LA's signing up to the IN-Claim module will be required to adopt the VF visiting program for all claims. Claims are categorised into risk groups and depending on the risk group the LA must make an un-notified visit based on a given time scale. This is the most resource intensive module to implement and the funding allocated would not allow us to fund the additional staff required to undertake the program of visits necessary. This would severely impact the processing times.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR I M GERMAN, LEAD MEMBER FOR HUMAN RESOURCES

DATE: 28 MARCH 2002

SUBJECT: REVISION OF ANNUAL LEAVE

1 DECISION SOUGHT

- 1.1 To increase the number of extra statutory days* from 2 to 3 with effect from 1 April 2002.
- 1.2 The minimum holiday entitlement will become 20 days (plus 3 extra statutory days) and the maximum 28 days (plus 3 extra statutory days) after 20 years service.

2 REASON FOR SEEKING DECISION

Benefits

The revision will improve the holiday entitlement for a large number of employees, giving us consistency with neighbouring authorities.

There are also benefits for the employer, as the provision of an additional extra statutory day more readily facilitates decisions regarding Christmas closure. It is suggested that the decision on the application of when the extra statutory days should be used, be made by the department/section, based solely according to a business case.

Protection

Each of Denbighshire's three predecessor authorities had different formulae for determining leave. For some employees (only a small minority) leave was more generous than that afforded by the Denbighshire County Council formula resulting a number of employees with holiday entitlement of up to 33 days.

In previous discussions the additional day was subject to Unison agreeing to withdraw a holiday protection claim. The protection issue is now being addressed via a different route.

The additional day would not apply to those employees who are currently afforded protection, thereby significantly reducing the number of employees who qualify for 1 days protection and reducing the number of days protected from 3 to 2. The aim is to phase out this protection by the year 2004.

- * **Extra Statutory days are days which the employer can determine when these days can be taken. Such determination will follow consultation with recognised Trade Unions with a view to providing significant notice.**

3 COST IMPLICATIONS

It is not possible to accurately calculate the implications of additional leave. There may be some savings due to Christmas closures, and those employees currently receiving protection will not actually have an increase in days away from work, so their costs will not increase. Some employees will simply have to achieve their annual workload with one less attendance day in the year, with minimal cost implications. For every employee whose duties are such that they require full operational cover the cost implications will be one days pay per year.

Estimated costs

Contract Services	£10K - £15K
Building Maintenance	£6.2K
Personal Services	£7.0K
Libraries	£1.5K
Leisure	£1.5K

Therefore payroll costs are in the region of £26.2K to £31.2K. The total (including oncosts) being £30K to £35K

4 FINANCIAL CONTROLLER STATEMENT

Departments will be expected to absorb the resulting costs within existing budgets. Please note that this also applies to the additional Bank Holiday for the Jubilee in June.

5 CONSULTATION CARRIED OUT

Extensive meetings have been held with all Unions involved. Support has been received by the Local Joint Consultative Committee and the Operations Management Board.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Will move Denbighshire County Council nearer towards achieving 'Single Status'

7 RECOMMENDATION

7.1 That approval be given to increasing extra statutory days from 2 to 3 from 1 April 2002

The effect will be a minimum entitlement of 23 days and a maximum entitlement** of 31 days after 20 years' service as follows:

Upon commencement	23 days (inc. 3 extra statutory days)
With 5 years service	28 days (inc. 3 extra statutory days)
10 years service	29 days (inc. 3 extra statutory days)
15 years service	30 days (inc. 3 extra statutory days)
20 years service	31 days (inc. 3 extra statutory days)

** See paragraph under "Protection" on page 1 about the position of some staff who currently have a protected entitlement of more than 31 days leave.

RD ~ LA

REPORT TO CABINET

REPORT BY: CHIEF EXECUTIVE

DATE: 28 MARCH 2002

SUBJECT: FUTURE OF VARIOUS COMMITTEES UNDER THE NEW CONSTITUTION

Decision sought

1 Confirmation that Cabinet supports the case for it to assume responsibility for various areas currently dealt with by other committees.

Reason for seeking decision

2 I gave an undertaking in the report on the terms of reference of the Contracts Management Board (Cabinet 2002-14, which was considered by Cabinet on 12 March) that I would bring forward a further paper about the future of the Board within the political structures of the Council. The attached paper is being considered by the Modernising Panel on 22 March 2002.

Cost implications of the report

3 None at this stage. The detailed operation of the relevant executive functions from May 2002 is yet to be finalised but it is unlikely to be more expensive than existing arrangements.

Financial controller's statement

4 There do not appear to be any current budget implications from the proposal. Any increased costs identified in future will need to be contained within the relevant budgets.

Consultation carried out

5 Corporate Directors, Assistant Chief Executives (Strategy) and (Contract Services) - [all are in agreement]. Modernising Panel - its views will be reported orally.

Implications on other policy areas including corporate

6 The proposed changes would bring all executive functions (other than certain exceptions specified in legislation) under the Cabinet's control. This should promote better, corporate decision making.

Recommendation

7 That the Cabinet supports the case for it to assume responsibility for various executive functions as identified in section 3 of the enclosed paper.

CEO

Report to **Modernising Panel**

Report of **Chief Executive**

Subject **Committee Structure**

Date

1. Decision Sought

1.1 To agree recommendations to Council on the future committee structure, which will be reflected in the new constitution.

2. Reason for seeking decision

2.1 The pattern of committees has to be set out in the formal constitution document, which must include "information with respect to the discharge of all of the Council's functions" as required by the Local Authority Constitution (Wales) Direction 2001.

2.2 The papers considered at the meeting on 4 March included the following elements:

- full Council
- politically-balanced Cabinet of 10 members
- establishment of a Corporate Governance Committee of 7 members
- the Audit Panel and Best Value Scrutiny Committee would cease to exist
- the four other scrutiny committees would continue, each with 7 members
- Planning Committee and Licensing Panel would continue.

2.3 This paper considers the other committees, boards and panels that are a permanent part of the existing political structure in Denbighshire, and makes recommendations for the future. The starting point is that executive matters must be the responsibility of the Cabinet. The appendix sets out a list of the other committees etc. and comments on each of them.

2.4 Proposals to transfer responsibility from various existing panels, committees and boards to the Cabinet are a direct result of the introduction of the executive-scrutiny split, and do not imply any criticism of the work that those bodies have done in recent years. Nor do they necessarily imply any change in management structures, although that is an issue which I shall be considering further, particularly in the context of Contract Services.

2.5 The Panel might find it helpful to be reminded of what the Assembly guidance says on joint arrangements for executive functions, which is relevant to two of the existing committees: Guidance note 4.91 "Where the functions which are to be the subject of joint arrangements are the responsibility of the executive it is for the executive to decide whether or not to enter into joint arrangements." and 4.92 "the executive may only appoint members of the executive to any such joint committee" (except for where the issue relates to a function which covers less than two fifths of the population and area).

2.6 A further paper will be brought forward on the various panels dealing with social services and health, many of which meet infrequently. Adoption and fostering are executive functions. The Assembly Guidance says that all social services functions "must be the responsibility of the executive". However there may be flexibility about how the appointments of members to statutory panels for adoption and fostering are made. The Children and Residential Care Homes Panel will disappear on 31 March as a result of the creation of the Care Standards Inspectorate for Wales. The bodies to be dealt with in the further paper are:

Adoption and Fostering Panel
Adoption and Fostering Appeals Panel
Guardianship Panel
Secure Accommodation Panel
Complaints Review Panel

Joint Consultative Committee (Health) - which is disappearing as a result of changes to health service, but no date has been fixed.

3. Recommendations

3.1 In addition to requiring that certain functions are delegated by the Cabinet to individual Cabinet members, the Cabinet should have the power to delegate decisions to sub-committees of Cabinet which would consist of at least two members of Cabinet.

3.2 The usual rules on allocating seats between the political groups should not apply to such sub-committees. Sub-committees should include the appropriate Cabinet members, which will mean that political balance will not always be achievable. (To illustrate the sort of scenario that could arise, the Cabinet might hypothetically decide to set up a sub-committee on staff and member training which might include the Cabinet members for resources, member training and human resources. With the present make up of the Cabinet, such a sub-committee would have no Cabinet members from the independent or Plaid Cymru groups.)

3.3 The Cefndy Enterprise Panel, Local Joint Consultative Committee, Joint Agricultural Board, Contracts Management Board and Corporate Health and Safety Panel deal with executive matters and should cease to exist as committees of the Council. It would be for the Cabinet to decide how these matters should be handled under the new constitution: options include the functions being dealt with by the full Cabinet, a Cabinet sub-committee, an individual Cabinet member or officers. (In the case of the Joint Agricultural Board, if the joint arrangement with Flintshire were to continue following the best value review, any Denbighshire councillors on the Board would come from among the members of Cabinet.)

3.4 The Unitary Development Plan Panel should continue beyond 14 May only if there is a requirement for it to do further work before the UDP is adopted. The constitution should be drafted accordingly to provide for it to cease to exist when the UDP is adopted by full council.

3.5 The Clwydian Range AONB Joint Advisory Committee deals in part with executive functions (the management of environment development grants) that should become the responsibility of the Cabinet. However, in this case, the constitution should allow the Cabinet to appoint members who are not members of the Cabinet to the Joint Committee.

3.6 It is a statutory requirement to have a Standing Advisory Committee on Religious Education (SACRE). This should be built into the new constitution accordingly.

3.7 Membership of the Corporate Governance Committee, scrutiny committees and any other remaining committees of the Council would need to be determined at the annual meeting on 14 May.

Appendix

NAME OF COMMITTEE/PANEL	Function	Current membership
County Council	Strategic: agrees budget, policies, plans etc.	47
Cabinet	Executive. Politically balanced, takes day-to-day decisions within policies set by full council	10
Planning Committee	Takes decisions on planning applications and enforcement action Requirement of legislation that it exists	30
Licensing Panel	Takes decisions relating to licences for public entertainment, taxis etc. Requirement of legislation that it exists	11
U.D.P. Panel	Should cease to exist when UDP has been adopted: "sunset" clause in new constitution	11
S.A.C.R.E.	Executive function but requirement that it continues to exist.	8
Corporate Governance Committee	See M(02)8(c)	7 (no Cabinet members)
<u>Scrutiny Committees</u>	Scrutiny of executive, review of policies etc.	No Cabinet members
Resources		7
Lifelong Learning		7
Environment		7
Personal Services		7
Audit Panel	Oversees internal audit programme etc. Abolish - work to form part of Corporate Governance Committee	11
Cefndy Enterprises Panel	Oversees the operations of Cefndy Enterprises. Executive function. Abolish and transfer responsibility to Cabinet.	8
Local Joint Consultative Committee	Joint body with trade unions. Deals with pay and conditions. Executive function. Abolish and transfer responsibility to Cabinet.	8
Joint Agricultural Board	Manages agricultural estate. Executive function. Abolish and transfer responsibility to Cabinet.	4
Contracts Management Board	Oversees Contract Services Department. Structure reflects CCT legislation, which has been repealed.	9

	Executive function. Abolish and transfer responsibility to Cabinet.	
Corporate Health, Safety and Welfare Panel	Oversees health and safety within the council Assembly Guidance 3.20 "responsibility for health and safety for the council as an employer is to be the responsibility of the executive" Executive function. Abolish and transfer responsibility to Cabinet	8
Clwydian Range A.O.N.B. Joint Advisory Committee	[In part executive function - management of Environment Development Grants]	6

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E A OWENS, LEAD MEMBER FOR FINANCE

DATE: 28 March 2002

SUBJECT: REVENUE BUDGET 2001/02

1 DECISION SOUGHT

That in the light of the latest budget performance figures for the current financial year as detailed in the attached appendices, Members consider further actions to reduce the balance of overspendings on services.

2 REASON FOR SEEKING DECISION

The need to deliver the Council's agreed Recovery Action Plan and budget strategy which calls for positive balances by the end of the current year .

3 COST IMPLICATIONS

The latest projections show service budget overspends at year end of £16k (£72k overspend projected in January). The overall estimated final position is shown at Appendix 1.

4 FINANCIAL CONTROLLER STATEMENT

Failure to remove negative balances by the year end will reduce resources available for services in future years and endanger the Recovery Plan.

5 CONSULTATION CARRIED OUT

Lead Cabinet members are consulting on an ongoing basis with Heads of Service to agree necessary remedial action to prevent overspends in 2001/02.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The level of funding available to services together with budgetary performance impacts upon all services of the Council.

7 RECOMMENDATION

That Members note the figures in the appendices and consider necessary remedial actions to ensure the elimination of negative balances by the end of the current financial year.

RD ~ CT

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2001/2002
Summary of Pressures
PERIOD ENDING FEBRUARY 2002

Directorate	- Year to Date -			- 2001/02 Totals -				Projected Variance (Previous Report) £000s
	Budget Profile	Actual to end Feb 2002 Plus Commitments	Variance	Budget per Budget Book	Budget As at Feb 2002	Projected Outturn	Variance	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Lifelong Learning (excluding schools delegated)	11,602	11,178	-424	13,733	14,279	14,308	29	60
Environment	13,506	13,294	-212	14,683	15,206	15,196	-10	0
Personal Services	18,108	17,950	-158	19,294	19,579	19,594	15	30
Chief Executive	2,081	1,868	-213	1,786	2,028	2,028	0	0
Resources	5,068	4,906	-162	4,447	4,233	4,233	0	0
Corporate, Miscellaneous & Benefits	10,398	10,837	439	2,297	2,669	2,701	32	32
	60,763	60,033	-730	56,240	57,994	58,060	66	122
				Capital Financing Charges - Savings			-50	-50
				Total			16	72

Note:

- 1 - Further savings are likely to be achieved on Capital Financing Charges and Interest Receivable.
- 2 - The position regarding potential clawback of Housing Benefits subsidy remains unclear and it is likely that a provision will need to be set up at year end to cover the possibility of clawback in the future.
- 3 - The overall outturn position is currently estimated to result in a low level of positive general balances together with some specific reserves such as "Bellwin", Winter Maintenance and Housing Benefits Subsidy Clawback.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2001/2002
LIFELONG LEARNING
PERIOD ENDING FEBRUARY 2002

	- Year to Date -			- 2001/02 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Feb 2002 Plus Commitments	Variance	Budget per Budget Book	Budget As at Feb 2002	Projected Outturn	Variance	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Individual Schools Budget	32,886	32,605	-281	36,209	36,054	35,804	-250	-250
School Funds Held Centrally	6,293	6,215	-78	8,242	8,636	8,656	20	20
Non school Funding	536	422	-114	615	624	604	-20	0
Leisure Services	2,641	2,530	-111	2,486	2,586	2,629	43	53
Culture	1,644	1,597	-47	2,030	2,057	2,044	-13	-13
Countryside	488	414	-74	360	376	375	-1	0
	11,602	11,178	-424	13,733	14,279	14,308	29	60
Total Lifelong Learning	44,488	43,783	-705	49,942	50,333	50,112	-221	-190

Lifelong Learning

Education

Individual Schools Budgets

This is based on the latest outturn projections for each of the schools (-£250k)

School Funds Held Centrally

Three pressures were reported last month as follows:

- a) Invoice received from Conwy in respect of teaching and LSA support for pupils in Emrys ap Iwan for 1999/00 and 2000/01 (£28.6k)
- b) Cost of a place at Ysgol Gogarth, Conwy has been increased by 30% for 2001/02 without prior notice (£65k)
- c) Recoupment undercharges from Flintshire for 1997/98; 1998/99 & 1999/00 (£40k)

These three items are still being vigorously challenged and as such are not included in the projected outturn above.

Potential cost of Soulbury pay restructuring (£18.3k)

Reinstatement of Clothing grants (£23k)

Education Transport - variations to contracts (£7.6k)

Joint use sport facilities overspend -40% contribution (£8k)

School furniture (£5k) and store (£2.4k) have been offest by capitalisation approved by Council 27 November.

Delay in appointment of staff (-£27.2k)

Testing of electrical equipment (-£7.1k)

Culture and Leisure

Total Culture & Leisure overspend £9k due to underspend by Youth Service (£20k) reported under "Non school Funding" line.

Leisure services variance due to pressures at leisure centres created by longterm sickness (£14k), essential replacement of air conditioning (£6k) and unexpected fees payable in respect of the Suncentre and Nova backdated 4 years (£17k).

New additional pressures of £8k unexpected NNDR for Splash Point Hotel.

Remedial actions to reduce pressure on budgets being given priority e.g. delayed appointments, review of casual staffing, etc. Regular meetings with budget holders to control expenditure and maximising income.

Culture variance due to savings made by Library Service (£6k) and Archives & Heritage (£7k).

Countryside variance due to additional grant being secured.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2001/2002
ENVIRONMENT
PERIOD ENDING FEBRUARY 2002

	- Year to Date -			- 2001/02 Totals -				Projected Variance (Previous Report) £000s
	Budget Profile	Actual to end Feb 2002 Plus Commitments	Variance	Budget per Budget Book	Budget As at Feb 2002	Projected Outturn	Variance	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Highways and Transportation	4,021	4,108	87	5,468	5,195	5,195	0	0
Public Protection & Community Services	5,998	5,563	-435	7,297	6,998	6,998	0	0
Economic Regeneration	791	900	109	771	770	760	-10	0
Planning Services	761	671	-90	778	823	823	0	0
Design and Construction	1,490	1,555	65	163	915	915	0	0
Support Services	445	497	52	206	505	505	0	0
Total Environment	13,506	13,294	-212	14,683	15,206	15,196	-10	0

Whilst the Highways & Transportation outturn is projected to meet budget, there are a number of uncontrollable factors which could have a significant impact in the remaining month including winter maintenance and flooding.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2001/2002
PERSONAL SERVICES
PERIOD ENDING FEBRUARY 2002

	- Year to Date -			- 2001/02 Totals -				Projected Variance (Previous Report) £000s
	Budget Profile	Actual to end Feb 2002 Plus Commitments	Variance	Budget per Budget Book	Budget As at Feb 2002	Projected Outturn	Variance	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Children and Families	3,350	3,466	116	3,454	3,704	3,820	116	118
Intake A & C M (North)	4,367	4,210	-157	4,826	4,747	4,572	-175	-198
Intake A & C M (South)	2,734	2,720	-14	2,715	2,975	2,961	-14	-15
Provider	5,101	5,179	78	5,159	5,204	5,291	87	151
Strategic Planning	2,556	2,375	-181	3,140	2,949	2,950	1	-26
Total Personal Services	18,108	17,950	-158	19,294	19,579	19,594	15	30

Comments

Children and Families:

Fostering remains the main area of concern (forecast overspend £235k).

Intake A & C M (North & South)

Combined Underspend of £189k

Adult Services - Provider:

Elderly Residential Services - estimated overspend £192k

Adult Services - General

Transitional Housing Benefit income totalling £320k is providing some compensation for overspends in other areas.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2001/2002
CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS
PERIOD ENDING FEBRUARY 2002

	- Year to Date -			- 2001/02 Totals -				Projected Variance (Previous Report) £000s
	Budget Profile	Actual to end Feb 2002 Plus Commitments	Variance	Budget per Budget Book	Budget As at Feb 2002	Projected Outturn	Variance	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Chief Executives's Dept	2,081	1,868	-213	1,786	2,028	2,028	0	0
Resources Directorate:								
Corporate Property Unit	237	248	11	814	238	243	5	5
Finance	2,904	2,718	-186	1,506	1,868	1,851	-17	-17
Audit	260	333	73	272	272	289	17	17
I.T	1,181	1,101	-80	1,324	1,324	1,324	0	0
Personnel	486	506	20	531	531	526	-5	-5
Total	5,068	4,906	-162	4,447	4,233	4,233	0	0
Corporate & Miscellaneous Benefits	783	1,177	394	2,224	2,196	2,228	32	32
	9,615	9,660	45	73	473	473	0	0
Total	10,398	10,837	439	2,297	2,669	2,701	32	32
Total Chief Executive's, Resources, Corporate & Misc and Benefits	17,547	17,611	64	8,530	8,930	8,962	32	32

Notes:

Chief Executive - overspend on Emergency Planning offset by savings within Chief Executive

REPORT TO CABINET

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

DATE: 28 MARCH 2002

SUBJECT: PROGRAMME OF BEST VALUE REVIEWS FOR 2002 - 2003

1 DECISION SOUGHT

That Members approve Denbighshire County Council's programme of reviews for 2002 - 2003

2 REASON FOR SEEKING DECISION

2.1 The Authority's Performance Plan 2001 - 2002 contains a Five Year Service Review Programme which identifies eleven services for review during 2002 - 2003: complaints handling, corporate governance, highways maintenance, property maintenance, leisure services, sheltered housing, housing services for the elderly, mental illness services, procurement, financial services, revenues.

2.2 The Wales Programme for Improvement begins on 1 April 2002 and by March 2003 the Authority is required to produce a thorough "whole authority analysis" and risk assessment. In order to ensure that sufficient resources are available to effectively carry out the analysis, it has been necessary to revisit the Programme and rationalise the number of reviews the Authority undertakes during this period. The following five areas have been identified for review during 2002 - 2003:-

Procurement
Debt Recovery
Leisure Services
*Sheltered Housing Property Maintenance
Property Maintenance

* Preparation for this review will take place in 2002 - 2003, but If stock transfer proceeds it will not go ahead.

2.3 They have been selected because officers feel there are real issues for each service warranting a full BV review at this stage. Members will note that the corporate governance review is now effectively subsumed under the "whole authority analysis".

2.4 Any reviews in 2001/2 which are not finalised by 31st March will be completed during 2002 -03

3 COST IMPLICATIONS

3.1 The resource implications of carrying out each review should be identified in individual Service Business Plan action plans.

3.2 Members may need to give consideration to making funding provision available to enable the use of external consultancies where the issues in a specific review are deemed to require an external perspective. A further paper will be submitted to a later Cabinet.

4 FINANCIAL CONTROLLER STATEMENT

The results of the reviews of the areas selected should make a positive contribution to improving performance against budget and debt recovery to assist the continued financial recovery of the Authority.

5 CONSULTATION CARRIED OUT

The revised Programme has been discussed and agreed by the Corporate Executive Team and Operations Management Board.

The Audit Commission and District Audit also favour this approach.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The revised Programme will improve the Authority's capacity to carry out the "whole authority analysis" which will impact on all policy areas.

7 RECOMMENDATION

That Members approve the Authority's revised programme of reviews for 2002 - 2003.

CE ~ SH

REPORT TO CABINET

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

DATE: 28 March 2002

SUBJECT: YSGOL BRYN COLLEN, LLANGOLLEN: CAPITAL RECEIPT

1 DECISION SOUGHT

To earmark the capital receipt received in respect of the release of part of the Ysgol Bryn Collen land to fund improvements to the school/site building.

2 REASON FOR SEEKING DECISION

Members will recall that in September 2000 Cabinet agreed to the release of part of the Ysgol Bryn Collen land for Highways adoption thereby enabling a housing development to gain access to a site adjoining the school. During the consultation process assurances were given to the Governing Body that the capital receipt would be transferred to the school.

3 COST IMPLICATIONS

The school have on the basis of assurances given during the consultation process funded from their own funds: The building of an Early Years store shed & pathway, fencing and marking of play area and a revamp of school hall lighting.

The total cost of these works amount to £5k. In addition the school wish to allocate the balance of £5k towards the cost of completing a new Key Stage 1 Library.

The value of the capital receipt is £10k and this has been paid to the County Council

4 FINANCIAL CONTROLLER STATEMENT

The cost of the alterations will be included in the Capital Programme and funded from the capital receipt of £10k.

5 CONSULTATION CARRIED OUT

Cllr. K E Wells - In Agreement
Cllr. E A Owens- In Agreement
Cllr. W R Webb - In Agreement

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Any works carried out on the school site from this capital receipt will result in an improvement and reduce further demands on the County's finances.

7 RECOMMENDATION

That the capital receipt of £10k is earmarked to fund improvements carried out/to be carried out to the school buildings/site at Ysgol Bryn Collen.

REPORT TO CABINET

CABINET MEMBER : COUNCILLOR D M MORRIS, LEAD MEMBER FOR THE ENVIRONMENT

DATE : 28 MARCH 2002

SUBJECT : DENBIGHSHIRE COUNTY COUNCIL - VARIOUS ROADS, CYNWYD (PROHIBITION AND RESTRICTION OF WAITING ORDER)

1.0 DECISION SOUGHT

1.1 To inform Members of an objection received to the above proposed traffic regulation order and to seek approval to it being overruled.

2.0 REASON FOR SEEKING DECISION

2.1 The prohibitions and restrictions on waiting contained in the proposed order are required to remove instances of obstruction caused by indiscriminate parking and ease congestion. A plan indicating the lengths of roads over which the prohibitions / restrictions will apply is attached at Appendix A.

2.2 The Council's intention to introduce the prohibitions / restrictions was advertised over a 4 week period between 6th September 2001 and 5th November 2001.

2.3 In response to the public notice a letter of objection was received from Ivor Williams Trailers Ltd. dated 21st September 2001. A copy of the letter of objection from Ivor Williams Trailers is attached at Appendix B and is self-explanatory.

3.0 COST IMPLICATIONS

3.1 The cost of processing the order is estimated at £1000 and is being funded by the Highways & Transportation Revenue Budget.

4.0 FINANCIAL CONTROLLER STATEMENT

4.1 The costs will need to be contained within the budget for the department.

5.0 CONSULTATION CARRIED OUT

5.1 Following receipt of the letter of objection a meeting was called by the Corporate Director Environment to consider and discuss the details of the objection and agree a way forward on the issue. That meeting was held on 4th October 2001 at Trem Clwyd in Ruthin and was attended by officers from Highways, Planning and Economic Development. After lengthy discussions at that meeting it was finally agreed that in light of the overriding traffic management, road safety and environmental considerations member approval should be sought to overrule the objection. It was also considered however that Ivor Williams Trailers should be afforded adequate opportunity to make alternative parking / servicing arrangements and accepted that this could involve them in land purchase, seeking of planning approval and construction work. It was also agreed therefore that in addition to seeking member approval to overrule the objection their approval should also be sought to delay the introduction of the order for a period of 12 months from the date of the Cabinet meeting at which any such approval were given.

5.2 In accordance with standard procedures, on the 6th February 2002 letters were sent to both the Chief Constable and Councillor Cefyn Williams seeking their agreement to the above prior to this report being presented to Cabinet.

- 5.3 The Chief Constable subsequently provided his verbal agreement via his Traffic Management Officer with an assurance that it would be confirmed in writing in due course.
- 5.4 Councillor Cefyn Williams gave his written agreement to the objection being overruled in a letter dated 18th February 2002. He also requested however that in light of the time which has already elapsed since the end of the original objection period the order be introduced 12 months from that date i.e. on 5th October 2002. It should also be noted that in his letter Councillor Williams:-
- (i) stated that neither himself or any member of the local Community Council would wish to do anything that hinders the factory of Ivor Williams.
 - (ii) expressed concern that he or the Community Council were not included in the discussions at Trem Clwyd on 4th October 2001.
 - (iii) explained that Ivor Williams Trailers have provided alternative parking for some 20 vehicles alongside the Methodist Chapel in Cynwyd which is rarely used.
 - (iv) highlighted the continued concerns held and difficulties regularly being experienced by residents as a result of indiscriminate parking on Station Road.

6.0 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 6.1 There are no significant implications for other policy areas

7.0 RECOMMENDATIONS

- 7.1 That in the overriding interests of traffic management, road safety and the environment members overrule the objection to the proposal.
- 7.2 Subject to 7.1 above and comments submitted in the report that members agree to when they would wish to see the order introduced :-
- 7.2.1 Option 1 On 5th October 2002.
- 7.2.2 Option 2 12 months from the date of this Cabinet meeting.

APPENDICES NOT AVAILABLE IN ELECTRONIC FORM

ED ~ PB

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR W R WEBB, LEAD MEMBER FOR PROPERTY

DATE: 28 March 2002

SUBJECT: Lease - Rhyl Adventure Playground Association

1 DECISION SOUGHT

1.1 That Members approve the grant of a 25 year lease to Rhyl Adventure Playground Association at a discounted rental.

2 REASON FOR SEEKING DECISION

2.1 The Council have received a request from Rhyl Adventure Playground Association (RAPA) for a 25 year lease on the land as outlined black on the attached plan (Recreation Field - Rhydwen Drive, Rhyl).

2.2 The Association had a previous 7 year lease on the land hatched black (expired - 21st June 1999). RAPA also require an extra area of land, currently forming part of the recreation field (cross hatched - approx 200 sqm), to be incorporated in the new lease in order to accommodate an all weather pitch and provide adequate access. This will be funded by the Sports Council, hence the requirement for the 25 year term.

2.3 The RAPA are a community based non-profit Organisation and are therefore seeking a discounted rental.

3 COST IMPLICATIONS

3.1 None.

4 FINANCIAL CONTROLLER STATEMENT

4.1 The cost of the discount on the rental will need to shown as a grant within the accounts of the service.

5 CONSULTATION CARRIED OUT

5.1 *Property Review Group*

The PRG supports RAPA's application for a 25 year term, with a discounted rent set at 75% of the open market rental, to be reviewed after 5 years.

5.2 *Local Members*

5.2.1 Cllr Peter Douglas - Declared an in interest.

5.2.2 Cllr Glyn Williams - No comments or objections received.

5.3 *Leisure Services*

Fully support application.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

6.1 Considered in line with Council's policy on leasing to non-commercial organisations.

7 RECOMMENDATION

That Members approve:

- 7.1 The grant of a 25 year full repairing lease to Rhyl Adventure Playground Association.
- 7.2 The open market rental shall be £650-00 per annum, subject to review every 5 years.
- 7.3 A 75% grant towards the rent, shall be granted by the Lifelong Learning Directorate for the first five years and the level of grant reviewed thereafter. This shall be a personal arrangement between the Council and RAPA. The rental income shall be 'ring fenced' to fund the grant.
- 7.4 Other terms and conditions as requested by the Head of Consultancy Services in consultation with the County Clerk.

ED ~ GJ

REPORT TO CABINET

CABINET MEMBER: Councillor I M German- Lead Member for Human Resources

DATE: 28 March 2002

SUBJECT: Acquisition of Replacement Vehicle, Cefndy Enterprises

1 DECISION SOUGHT

For Members to approve acquisition of replacement vehicle for Cefndy Enterprises.

2 REASON FOR SEEKING DECISION

Following the Cabinet meeting on the 25 September, when authorisation was sought for a replacement vehicle for the General Manager at Cefndy Enterprises, it was requested that the Head of Personnel develop a Car Policy. However extensive consultation suggests that this is unnecessary and that the Council adheres to its overall position that it does not provide company cars. This paper therefore relates only to the procedure to be adopted in this one specific instance.

3 BACKGROUND

The General Manager has a vehicle, owned by the County Council, which is used by the General Manager as a Company Car. This represents part of his contract.

The vehicle currently used by the General manager is a Lexus which was bought some three years ago at a cost of approximately £18,500.

At the Cabinet meeting on the 25 September, Members were of the opinion that the Mercedes vehicle requested at a cost of £25,000 was not in keeping with the image of the Authority. Therefore, it was agreed to rescind the order for the acquisition. A benchmark exercise has been undertaken to determine the typical value of a company car provided for a General manager of a small company.

4 COST IMPLICATIONS

The cost of the vehicle will be funded within the Cefndy Enterprises Revenue Budget. The benchmark car allowance is set at £21,000 including VAT (which is not recoverable). Should the GM wish to be provided with a car above this benchmark, then he will be liable for the additional costs associated with the purchase. The maximum value of the car must not exceed £23,000. In future, the value of vehicle replacement will be based upon RPI increases.

5 FINANCIAL CONTROLLER STATEMENT

Members are requested to consider cost options detailed in the Appendix. The contract hire, (leased car scheme) currently used for staff, provides for unlimited repair costs as well as regular maintenance. The other options make an assumption of repair costs which may or may not prove accurate.

6 CONSULTATION CARRIED OUT

Fleet Manager, Corporate Director for Resources, Chief Executive, General Manager Cefndy Enterprises, Head of Personnel, Finance Department.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

No other implications, as no other employee of the Council qualifies for this condition of service.

8 RECOMMENDATION

8.1 That Cabinet give their approval to acquire a vehicle under Contract Hire for use by the General Manager of Cefndy Enterprises, based on a vehicle value of £21k.

8.2 The value of future replacements be linked to RPI.

RD ~ LA

				Appendix
DENBIGHSHIRE COUNTY COUNCIL				
ASSESSMENT OF COST IMPLICATIONS OF ALTERNATIVE FUNDING SCHEMES FOR Volvo S60 2.4 D5 s 4 dr Saloon + Winter Pack				
All pricings are indicative. Lease and purchase costs will change, subject to market conditions.				
	Outright Purchase	Lease via Chrystal (Per Chrystal & GT)	Contract Hire	
Contract Miles (over total period)	60,000	60,000	60,000	
Period	36 months	36 months	36 months	
Purchase Price - incl 100% VAT	£21,045.00			
Less Residual Value - 44% per CAP less VAT paid to C&E	£7,880.68			
Divided by 3 years	£4,388.11			
Lease rate on GT's quote: £274.14 per £1k per annum (End of lease cost = return c 100 miles away)		£4,910.02		
Road Tax	£160.00	£160.00		
Routine Maintenance	£268.23	£268.23		
New set of tyres once in 3 years	£119.15	£119.15		
Annual Rental on Car (including maintenance, road tax, etc)			£4,395.40	
Annual Rental on Winter Pack			£92.00	
VAT (50% on lease & hire)		£429.63	£324.00	
VAT (100% on purchase) - See purchase price				
Employer's NI	£637.00	£637.00	£637.00	
Insurance Costs	£360.00	£360.00	£360.00	
Opportunity Cost of Use Of Cash @3%	£631.35			
Cost to Denbighshire	£6,563.84	£6,884.03	£5,808.40	
Insurance cost reduced as allocated out differently	-£210.00	-£210.00	-£210.00	
Safety checks - 1 per year	£100.00	£100.00	£100.00	
Fleet Overheads	£180.00	£180.00	£180.00	
Cost to Cefendy	£6,633.84	£6,954.03	£5,878.40	

REPORT TO CABINET

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

DATE: 28 MARCH 2002

SUBJECT: REPRESENTATION ON WLGA COUNCIL

1. DECISION SOUGHT

To consider a request from the Wesh Local Government Association to appoint two Members to represent the Authority on the WLGA Council.

2. REASONS FOR SEEKING DECISION

2.1 The WLGA has informed us that in accordance with the provisions of Section 5 of their Constitution, the membership of the WLGA Council has to be renewed at each Annual Meeting.

2.2 Denbighshire County Council is entitled to two voting members on the WLGA Council. Currently Councillors W R Webb and G Williams are our representatives, each voting as individuals.

3. COST IMPLICATION

Approved duty.

4. FINANCIAL CONTROLLER STATEMENT

No major cost implications from this matter.

5. CONSULTATIONS CARRIED OUT

Both Councillors W R Webb and G Williams have been consulted and are agreeable to being re-nominated.

6. POLICY IMPLICATIONS INCLUDING CORPORATE

Not applicable.

7. RECOMMENDATION

That Members consider -

- (a) the re-appointment of Councillors W R Webb and G Williams, the Authority's current representatives on the WLGA Council; and
- (b) indicate how they wish to use the Authority's voting allocation at this year's annual meeting, e.g. "en bloc" or one vote per delegate.

CE ~ IKH

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

Directorate: Lifelong learning Service: Culture and Leisure
Post Title: Youth Forum Worker x 2 (coastal and rural) Salary Grade: JNC 2

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

The two year fixed term contract posts are 100% funded from the National Assembly to further the local authority's commitment to Extending Entitlement and to establish effective mechanism for consulting young people. The youth forum workers will provide access to information on the issues which affect young, developing awareness of citizenship, democracy and participation. The Youth Forum Workers will enable the inclusion of young people and their communities, increase sense of self confidence and value community worth. The Youth Forum Worker will reach across all the services of the County Council developing a corporate approach to supporting the development of young people.

Cost Implication *

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

The posts are 100% funded from the National Assembly

There are no staffing budget implications resulting from filling these posts which are the subject of 100% grant funding.

Financial Controller Statement

Signed: Sharon Bowen (Corporate Director) Date: 13/03/02

Signed: Marie Wynn Jones (Cabinet Lead Member) Date: 12/03/02

TO: CABINET

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

Approved Refused

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

Directorate: Lifelong Learning
Post Title: Heritage trail attendant (3 posts)

Service: Heritage Service
Salary Grade: Scale 1

JUSTIFICATION FOR EXTERNAL RECRUITMENT

(This part must be completed for all posts)

It is intended that these posts be advertised both internally and externally. It is unlikely, given the fact that they have been evaluated as Scale 1 and that they are part-time that internal advertising alone will ensure sufficient candidates. The staff must be recruited and in place well before 4 May when the Old Gaol will be open to the public

Cost Implication *

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

Financial Controller Statement

The costs of filling these posts will need to be contained within the funding available in 2002/3

Signed: Sioned Bowen (Corporate Director)

Date: 13/03/02

Signed: Thomas Wyn I Jones (Cabinet Lead Member)

Date: 12/03/02

TO: CABINET

Signed: _____ (on behalf of the Cabinet)

Date: _____

Approved Refused

Comments/Reasons

CABINET 2003.2002

AGENDA ITEM: 19iii
CABINET 2002-41

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

Directorate: Lifelong Learning

Service: Heritage service

Post Title: Manager curator

Salary Grade: SO1

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

This report requires a professional qualification and is intended to be advertised in the Museums Journal. It is unlikely that advertising it internally will bring any candidates forward.

Cost Implication *

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

Financial Controller Statement

[Empty rectangular box for Financial Controller Statement]

The costs of filling this post will need to be contained within the funding available in 2002/3.

Signed: Sioned Bowen (Corporate Director)

Date: 13/03/02

Signed: Chairen Hyslop (Cabinet Lead Member) Date: 12/03/02

TO: CABINET

Signed: _____ (on behalf of the Cabinet)

Date:

Approved Refused

Comments/Reasons

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

Directorate:
Post Title:

Cost Implication *

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

Financial Controller Statement

The costs of filling this post will need to be contained within the funding available in 2002/3.

Signed: Sioned Bowen (Corporate Director)

Date: 13/03/02

Signed: Cherilyn Hyles (Cabinet Lead Member) Date: 12/03/02

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

Service: Leisure

Post Title: Prestatyn Leisure Centre Manager

Salary Grade: SO 1

JUSTIFICATION FOR EXTERNAL RECRUITMENT

(This part must be completed for all posts)

This is a new post created from restructuring following the resignation of a Senior Duty Officer at Prestatyn Leisure Centre. The restructuring proposals will result in a small overall cost saving for Leisure Services.

Prestatyn and St Asaph Leisure Centres currently have a single manager split between the two sites. This arrangement has not been ideal; the manager has insufficient time to devote to management issues on two sites and in particular to maintain close liaison with the schools. It is therefore intended to replace the Sc 6 Senior Duty Officer post at Prestatyn with a new Manager (who will also act as a rota Duty Officer) on SO1. It has been agreed that the existing Manager will revert to a full time position as Manager of St Asaph Leisure Centre (with a consequent effect on the grading of the post). This will also allow an existing administrative post at St Asaph to be declared redundant and to be replaced by a Leisure Attendant position for fewer hours.

Given that this is a key management post in Leisure, permission is sought to advertise internally and externally at the same time to ensure that the market for high calibre staff is fully tested.

Cost Implication *

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

Financial Controller Statement

The savings from the restructure will need to be monitored to ensure the costs of the proposal can be contained within the funding available.

Signed: Sharon Bowen (Corporate Director)

Date: 12/03/02

Signed: Wainwright (Cabinet Lead Member)

Date: 12/03/02

TO: CABINET

Signed: _____ (on behalf of the Cabinet)

Date: _____

Approved Refused

Comments/Reasons

CABINET 28.03.2002

AGENDA ITEM: 19VI
CABINET 2002-41

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

Directorate: Lifelong Learning

Service: Countryside

Post Title: Seasonal Visitor Services Assistant

Salary Grade: Sc1

JUSTIFICATION FOR EXTERNAL RECRUITMENT

(This part must be completed for all posts)

This is an existing post for which budget is available. The post is essential to staff the Countryside Centre at Loggerheads during the summer months when it will be open full-time following extensive renovation after the floods. It is a seasonal (May - October) position at 37 hrs per week.

Given that this is a seasonal post at Sc1 it is unlikely to attract interest internally, so permission is sought to advertise internally and externally at the same time.

Cost Implication *

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

* Delete as appropriate

Financial Controller Statement

The costs of this established post will need to be contained within the budget for the new financial year

Signed: Sioned Bowen (Corporate Director)

Date: 12/03/02

Signed: Chane Wyn Hys (Cabinet Lead Member)

Date: 12/03/02

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: CHIEF EXECUTIVE'S DEPARTMENT

Service: CABINET OFFICE

Post Title: CABINET SUPPORT CLERK / TYPIST

Salary Grade: SCALE 2

JUSTIFICATION FOR EXTERNAL RECRUITMENT

(This part must be completed for all posts)

The Clerk / Typist post has been advertised internally and no applications have been received.

The post will provide clerical and administrative support to the Cabinet and Cabinet Support Officer, to ensure the smooth administration of Cabinet business.

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

Funding for the post has been agreed as part of the budget proposals for 2002-2003.

Modern Apprentices recommended by Union

Signed: IRM Miller (Chief Executive)

Date: 15/3/02

Signed: [Signature] (Cabinet Lead Member)

Date: 18.03.2002

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: CHIEF EXECUTIVES

Service: COUNTY CLERK'S -
ADMINISTRATION

Post Title: CLERK/TYPIST

Salary Grade: CLERICAL 1/2

JUSTIFICATION FOR EXTERNAL RECRUITMENT

(This part must be completed for all posts)

A vacancy has arisen in the Typing Services Unit and the filling of the post is essential in order to provide comprehensive support to the Department and to the Council's democratic processes.

Internal advertising for similar vacancies has not attracted any applicants.

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

It will be necessary to contain the costs of this post within the funding available.

Signed: IRMiler Chief Executive (Corporate Director) Date: 20/3/02

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

TO: CABINET

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

Approved Refused

Comments/Reasons

Ideal position for a "Haber Appointment"