

**CABINET**

Minutes of the Cabinet meeting held in the Assembly Rooms, Town Hall, Ruthin on Tuesday 1 October 2002 at 10.00 a.m.

**PRESENT**

Councillors P A Dobb, Lead Member for Health and Wellbeing; E C Edwards, Lead Member for Safeguarding our Communities; M A German, Lead Member for Sustainable Development and Environment; R W Hughes, Lead Member for Lifelong Learning; G M Kensler, Lead Member for Promoting Denbighshire; D M Morris, Lead Member for Communications; E A Owens, Lead Member for Finance; J A Smith, Lead Member for Social Inclusion; W R Webb, Lead Member for Property and Asset Management and E W Williams, Leader and Member for Economic Wellbeing.

Observers: Councillors M LI Davies, S Drew, D Jones and R E Jones.

**ALSO PRESENT**

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

**APOLOGIES**

Chief Executive

**1 URGENT MATTERS**

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

- [i] Verbal Report: Authorisation of Extension for Staff to attend Court Hearings - Item 13A
- [ii] Part II Verbal Report: Special Governor Advisory Panel - Item 17
- [iii] Item 10 - Additional Information Sheet

Councillor E A Owens again commented on the fact that the chairs and tables in the Assembly Rooms, Ruthin had not been replaced. Members also commented on the poor acoustics of the room.

**2 MINUTES OF THE CABINET [CABINET 2002 - 153]**

The Minutes of the Cabinet meeting held on 10 September 2002 were submitted.

Item 2 - Minutes Capital Plan 2002/03 - Councillor P A Dobb informed Members that the information on breakdown of figures by area had been despatched.

Item 3 Children's Services Strategic Plan 2002-2007 and Children First Review and Plan 2002-2003: Councillor G M Kensler informed Members that she had spoken with the Police who reported that co-operation had improved.

***RESOLVED*** that subject to the above the Minutes of the Cabinet meeting held on 10 September 2002 be approved as a correct record and signed by the Leader.

The Minutes of the Special Cabinet meeting held on 24 September 2002 were submitted.

The County Clerk requested that 2 minor amendments be made to the minutes:

Item 2 PFI Scheme - Ruthin -

(ch)(vi) add "including the certificates referred to in minute (dd) below" at the end of the sentence.

(dd) add "substantially" after 1997 on the third line.

**RESOLVED** that subject to the above the Minutes of the Cabinet meeting held on 24 September 2002 be approved as a correct record and signed by the Leader.

### **3 DELEGATIONS TO CABINET MEMBERS [CABINET 2002 - 154]**

The Deputy Chief Executive presented the report seeking Members' approval to the delegation of a range of functions to individual Cabinet Members, as set out in appendix 1 to the report.

Councillor P A Dobb said she was pleased to see the report and asked for clarification on "inspection" in paragraph 1.1 of Appendix 1. The Assistant Chief Executive: Strategy said the inspection could refer to a Social Services or Best Value inspection. Councillor Dobb said she did not think this should be a delegated item. Councillor R W Hughes reminded Members that such information could be shared at any time. The Deputy Chief Executive indicated that decisions could be referred to Cabinet if the Lead Member had concerns, although this was a measure that should not be extensively used.

Councillor E A Owens said most reports had financial implications and as the Lead Member for Finance she said that written consultation would be required. Councillor Owens indicated that, where her approval was required, it would be provided in writing and would not be valid unless in writing. She advised that other Members should develop similar protocols. The Deputy Chief Executive said the delegation process related to the Authority's Standing Orders and Financial Regulations and agreed with Councillor Hughes that documents could be shared.

The Assistant Chief Executive: Strategy reminded Members that consultation with relevant Members and officers had to be part of the delegated decisions process and that any delegated decision could be challenged by Scrutiny Committees.

Councillor P A Dobb regretted that the Chief Executive had not been available to present his important paper and said his input would have been valuable.

Councillor E C Edwards said Members would receive appropriate advice from the Corporate Directors and said the financial aspect would be clearer when included in the area partnerships.

**RESOLVED** that Cabinet:-

- (a) approve the delegation of functions to individual Cabinet Members as set out in Appendix 1 to the report with effect from 1 October 2002, and
- (b) agree the possible delegations identified in Appendix 3 to the report to assist with the preparation of a future report.

### **4 DENBIGHSHIRE COUNTY COUNCIL'S CONTAMINATED LAND STRATEGY [CABINET 2002 - 155]**

Councillor M A German presented the report seeking Cabinet adoption of the contaminated land strategy in accordance with the requirements of Part IIA of the Environmental Protection Act 1990. In reply to a query on cost implications from Councillor P A Dobb, Councillor German said some sites are owned by Denbighshire County Council, some are privately owned and some are 'orphan' sites.

Councillor G M Kensler said pressure should be brought on the National Assembly for Wales to ensure funding for Contaminated Land Strategies was made available as in England.

Councillor E A Owens said the Contaminated Land Strategy would have a large impact on the capital budget and structuring of the following year's budget would be very important. Councillor R W Hughes

agreed the importance of structuring budgets and suggested the need to review budgets and not be bound by the pattern of spending in order to see if monies could be allocated differently.

Councillor W R Webb suggested that the WLGA would have made a bid for this for the whole of Wales and that at one time the Chief Executive chaired this committee. Councillor Webb said such applications for funding were successful to a degree.

Members agreed with Councillor E A Owens suggestion of an amendment to the recommendation to say the strategy would be adopted in line with allocated funding.

**RESOLVED** that Cabinet adopt the strategy in line with allocated funding as the Statutory Contaminated Land Strategy of Denbighshire County Council.

**5 APPLICATION TO REGISTER LLANGOLLEN YOUTH CLUB PLAYING FIELD KNOWN AS “WILLOW HILL FIELD” AS A TOWN / VILLAGE GREEN. [CABINET 2002 - 156]**

Councillor E W Williams presented the report seeking Cabinet's adoption of the recommendation by the Inspector appointed by the County Council to reject the application detailed in the report.

Councillor G M Kensler referred to a typographical error in paragraph 3 of the English version of the report. The date should be October 2001.

Councillor E C Edwards referred to the Inspector's report and drew Members' attention to the tribute paid to Mrs Susan Cordiner, Senior Solicitor by the Inspector. He wished to add his own appreciation of the work efficiently undertaken.

**RESOLVED** that Cabinet authorise the County Clerk to reject the application for the reasons set out in the report by Mr V Chapman, Inspector dated 27 August 2002.

**6 REVENUE BUDGET [CABINET 2002 - 157]**

Councillor E A Owens presented the report advising Members of the current position in relation to the Revenue Budget and the approach taken to address the current potential overspends. The projected overspends by individual departments would need to be contained within base budgets. In particular, Lifelong Learning Directorate continued to show an overspend of £188k and it was essential that this was reduced in order for the Authority to achieve its overall financial strategy. In addition, charging policies in all services were to be reviewed to identify additional income that could be generated.

With regard to Education funding, Councillor R W Hughes reminded Members that SEN funding could not be accurately projected.

Councillor Owens discussed the Contract Services history of efficient financial performance and said it was essential to ensure that this continued when the Services merges with the Environment Directorate.

Councillor E W Williams suggested that all Members be given the opportunity to attend a course on budget understanding/training and asked that Councillor D M Morris explore the possibility. Councillor J A Smith agreed with the suggestion.

**RESOLVED** that Cabinet note the report and appendices and approve the proposals to address the current potential overspends to ensure that balances of £1.0m are achieved by the end of the current financial year.

**7 HUMAN RESOURCES SYSTEM. [CABINET 2002 - 158]**

Councillor D M Morris presented the report seeking Cabinet support for the purchase of a modern Integrated Computerised Personnel System.

Councillor R W Hughes welcomed the employment of a Project Manager to oversee the implementation of the system.

**RESOLVED** that Cabinet endorse the Project Plan work detailed in the appendix to the report and that prioritisation be given to a Human Resources System in the coming budget round.

## **8 INTEGRATED MENTAL ILLNESS SERVICES FOR ADULTS [CABINET 2002 - 159]**

Councillor P A Dobb presented the report seeking Cabinet agreement to the establishment of a Project Board to produce detailed proposals for the full integration of Mental Illness Services for Adults between the County Council and the Conwy and Denbighshire NHS Trust. Cabinet have earlier agreed the importance of developing strategic partnerships with the NHS.

In reply to a query from Councillor E A Owens regarding staff reaction to the partnerships, Councillor P A Dobb said staff were supportive.

Councillor R W Hughes congratulated the Directorate on the report.

**RESOLVED** that Cabinet agree the establishment of a Project Board to produce detailed proposals to integrate Mental Illness Services for Adults and require regular progress reports to the Personal Services Policy Review and Scrutiny Committee. Any final set of proposals to be placed before Cabinet for approval.

## **9 SOCIAL SERVICES WORKFORCE STRATEGY [CABINET 2002 - 160]**

Councillor P A Dobb presented the report seeking Cabinet endorsement of the Social Services Workforce Strategy and to agree to the Workforce Strategy group carrying forward work on the action plan as outlined in the Appendices attached to the report. Councillor Dobb asked Members to delete paragraph 5.3.3 of the report which had been included in error. Councillor J A Smith thanked the Directorate for their work on the report.

In reply to queries from Members, the Corporate Director: Personal Services said full use of funding streams such as Objective 1 and ELWa would be made. Denbighshire provided quality training and also NVQ training. She stressed the need for collaboration and said this was a national view.

Councillor G M Kensler referred to the lack of Occupational Therapists over many years and asked whether the salary in the Health Service was the same as in Local Authorities. The Corporate Director: Personal Services said the Health Service paid Occupational Therapists a higher salary and if parity was achieved, it could become easier to recruit and retain staff and this had been included as part of the budget bid. The Lead Member for Communications and Head of Personnel continued on the Workforce Strategy group and a report back to Cabinet would be made in the next 12 months.

**RESOLVED** that Cabinet agree the Workforce Strategy as detailed in the report. A progress report be provided to Cabinet in 12 months time.

## **10 YSGOL TIR MORFA, RHYL [CABINET 2002 - 161]**

Councillor R W Hughes presented the report advising Members of the current position in relation to Ysgol Tir Morfa, Rhyl as detailed in the report and seeking approval to replace the existing school in phases. Councillor Hughes explained that although the school had a marvelous reputation, the Rhuddlan site was overcrowded and the Rhyl site had building issues which needed to be addressed. It was suggested that Phase I and II be carried out simultaneously as a priority.

Councillor Hughes introduced Steve Murphy, Headteacher who had been seconded to Lifelong Learning. Mr Murphy outlined future plans for Denbighshire children currently attending schools in Colwyn Bay and Llandudno to be taught at Rhyl and for the Tir Morfa children to have strong links with mainstream schools.

Councillor W R Webb questioned the cost per child of attending the school. Mr Murphy informed Members that the cost per child of attending the school was £7k but there would be a saving of £3k in travel costs for out of County attendance at similar schools. Councillor Webb suggested that consideration should be given to a PFI scheme for the replacement school and said, if successful, there would be no need for the school to be built in phases. Councillor Webb also asked for costings for the different phases.

Councillor E A Owens said that such a large capital project would use a significant proportion of available capital funding. Councillor Owens said Cabinet would not be able to make a commitment of capital funding until full costings were available and other capital schemes evaluated. The Corporate Director: Resources agreed with Members that further information on costings was required. Councillor R W Hughes agreed financial information was required and suggested that as some costings had already been carried out a further report to Cabinet could be produced without too much delay.

Councillor E C Edwards suggested the formation of a small working group to consider the way forward. Members agreed with the formation of a working group and further agreed to defer the report until more detailed information was available.

***RESOLVED*** that Cabinet defer the report to replace the existing school until more detailed financial information was available.

11 **WASTE CONTRACTS AND THE REQUIREMENTS TO INCREASE RECYCLING / COMPOSTING OF MUNICIPAL WASTE TO COMPLY WITH THE ANTICIPATED WELSH ASSEMBLY DIRECTIVE ON MANAGING WASTE SUSTAINABLY [CABINET 2002 - 162]**

Councillor M A German Williams presented the report seeking Cabinet's agreement to:-

- (i) the existing domestic waste collection contract with the Council's Contract Services being extended to 31st March 2005;
- (ii) implementing waste minimisation programmes in tandem with the extended contract to enable targets to be met;
- (iii) bringing into uniformity the method of distributing refuse sacks throughout the County by issuing one bag per week per household annually (52 bags bulk delivery);
- (iv) authorising officers to commence the procurement process for an holistic waste collection / waste minimisation contract which will be performance based, and
- (v) authorising the Lead Member for Sustainability and the Environment to consider a possible joint venture with Conwy CBC for handling the waste generated from the north of the County and Conwy.

Members discussed in detail the provision of providing a bulk or weekly delivery of bin bags and also discussed current provision across the County. Members also discussed the costings of the options within the report. Councillor E A Owens said the next stage was to commence the procurement process and reminded Members of the need to ensure that the process would need close monitoring to fit in with budgets. The DSO needed to be integrated into the procurement process and funding would need to be made available to cover this.

The Corporate Director: Environment said the Department was aiming to move away from traditional contracts and hoped to enter into joint ventures with neighbouring authorities.

In answer to Councillor Kensler's question regarding recycling, the Head of Public Protection and Regulatory Services said he hoped a Recycling Officer would be appointed in the near future and that if the report was accepted, further talks on recycling would take place with Conwy.

Councillor W R Webb proposed deleting paragraph 7.3 of the Recommendation, and Councillor E C Edwards seconded the amendment. Members agreed.

**RESOLVED** that Cabinet agree:-

- (a) to the existing domestic waste collection contract with the Council's Contract Services be extended to 31st March 2005;
- (b) to implement waste minimisation programmes in tandem with the extended contract to enable targets to be met;
- (c) to authorise officers to commence the procurement process for an holistic waste collection / waste minimisation contract which will be performance based, and
- (ch) to authorise the Lead Member for Sustainability and the Environment to consider a possible joint venture with Conwy CBC for handling the waste generated from the north of the County and Conwy

**12 ATTENDANCE AT UK SOCIAL SERVICES CONFERENCE: 16-18 OCTOBER 2002 [CABINET 2002 163]**

Councillor P A Dobb presented the report seeking Cabinet's agreement to representation by the lead Member for Health and Wellbeing and one officer at the UK Social Services Conference 'Success through Diversity' at Cardiff.

**RESOLVED** that Cabinet nominate the Lead Member for Health and Wellbeing and one officer to attend the UK Social Services Conference in Cardiff on 16-18 October 2002.

**13 URGENT ITEMS [CABINET 2002 - 164]**

**13(a) Authorisation of Extension of Authority for Staff to attend Court Hearings**

The County Clerk asked for Members' agreement to an extension to the authorisation given by Cabinet in January 2001 for Heidi Roberts and Nia Grisdale to represent the Council in the Magistrates Court up to and including 1 November 2002 on which date they would receive their Practising Certificates and be able to attend Court as of right as solicitors.

**RESOLVED** that Members agreed to an extension to the authorisation to represent Council in the Magistrates Court up to and including 1 November 2002 to Heidi Roberts and Nia Grisdale.

**QUESTION AND ANSWER SESSION** No questions had been received by the closing date.

**14 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 and 8 of Part 1 of Schedule 12A of the Local Government Act 1972.

**15 COMPULSORY PURCHASE ORDER [CABINET 2002 - 165]**

Councillor M A German and the County Clerk declared an interest in the item and left the Chamber.

The Senior Solicitor presented the report in the absence of the Lead Member, Councillor German, seeking approval for the Council to exercise its compulsory purchase powers pursuant to Section 226(1)(a) to acquire land at Prestatyn High Street to facilitate development by Tesco Stores Limited to implement Planning Permission Code No. 43/19997/0910/PO to build a foodstore and associated facilities. She advised that on the advice of the Monitoring Officer, Counsel's Opinion has been sought

on the principle of the Council using its powers in this way and Counsel's advice is that there is no legal impediment to 1) Tesco drafting the necessary documentation for Council approval and 2) Tesco funding the cost of the Compulsory Purchase Order.

Councillor E A Owens raised a concern as to whether it is permissible for the Council to use its compulsory powers in this way to essentially enable one retail developer to overcome an objection to the development by a business rival. Councillor R W Hughes also raised a question over whether the Council could be subject to judicial review if it proceeds to make the Compulsory Purchase Order required.

The Senior Solicitor advised that it is the land to be acquired rather than the owner of that land which is the issue under consideration in relation to the use of compulsory purchase powers. The Council does not have to be acquiring the land to develop the land itself but it does have show an element of public benefit from the use of its compulsory powers and this can be demonstrated here given that the compulsory acquisition of the land will facilitate that regeneration of Prestatyn and enable the implementation of a Unitary Development Plan proposal as the land is allocated for retail development. Councillor R W Hughes asked that it be recorded that in her view the fact that Tesco has not yet been able to implement the planning decision is holding up the regeneration of the High Street in Prestatyn.

**RESOLVED** that Cabinet authorises the County Clerk to make the appropriate Compulsory Purchase Order under Section 226(1)(a) of the Town and Country Planning Act 1990

**16 HOUSING RENTS - WRITE OFF SUBMISSION FOR IRRECOVERABLE DEBTS OF FORMER TENANTS OVER £1,000 [CABINET 2002 - 166]**

Councillor P A Dobb presented the report seeking Members' approval to write-off former tenant arrears debts, as detailed in the Appendix to the report, that the Authority have been unable to collect.

The Housing Rents Manager informed Members that the Department had this financial year actioned every debt up to the last 6 years and actively seek tenants who leave with unpaid debts. He explained the minimal use of debt collection agencies and said so far this year less than £1k had been spent collecting debts by this means.

**RESOLVED** that Members approved the write-off in the sum of £122,749.90 as detailed in the Appendix to the report.

**17 UPDATE ON WIRRAL AND NORTH WALES PURCHASING ORGANISATION [WNWPO] [CABINET 2002 - 167]**

Councillor E A Owens presented the report informing Members of the current position of the WNWPO and seeking delegation to Denbighshire County Council Members on the WNWPO Board of the authority to reaffirm, if necessary, the intention to withdraw from the Organisation at the end of the financial year.

Councillor Owens expressed concerns that the Purchasing Organisation was slow in addressing issues that had come to light from March 2002 and that in particular the necessary tightening of financial controls was not apparent. She also discussed the renewal of the lease for the organisation's premises which in her and Councillor Webb's opinion was imprudent. Councillor Webb's view had been registered with the WNWPO Board on previous occasions.

Councillor W R Webb reminded Members that a vote of no confidence had previously been taken and said Denbighshire County Council were paying Flintshire County Council for these services and they were responsible. Also, consideration should be given to the previous partner authorities being responsible for some of the debt.

In reply to a question from Councillor R W Hughes, the Corporate Director: Resources said our Board Members are not personally liable as they are not company directors. Councillor Owens indicated that it was likely that if Denbighshire County Council withdrew then Conwy County Borough Council would also withdraw, with inevitable consequences for the Purchasing Organisation as a whole.

**RESOLVED** that Members note the current financial position of the WNWPO and that delegated authority is given to Denbighshire County Council Members of the WNWPO Board to reaffirm if necessary the intention to withdraw from the Organisation at the end of the financial year.

18 **SPECIAL GOVERNOR ADVISORY PANEL** [CABINET 2002 - 173]

The County Clerk / Clerk to the Special Governor Advisory Panel presented a verbal report to inform Members of the Advisory Panel's Progress at the meeting held on 30 September 2002 and also gave a detailed factual account of the background to the situation. The National Assembly for Wales had criticised the Authority for lack of progress and had said that if Cabinet were unable to make a resolution on the matter, they would be minded to issue a directive.

The Panel had been unable to come to a conclusion at their meeting on 30 September 2002, and had written to the Leader to this effect. Therefore the Cabinet were asked to resolve the matter. The County Clerk considered there had been a failure to meet one of the Council's criteria for governors, namely to work as a team.

The Corporate Director: Resources agreed with the County Clerk and said it was essential that Cabinet take the decision to remove the two Local Authority Governors from the school's Governing Body.

Members discussed the issue and Councillor M A German said he supported removal of the two LA Governors. The County Clerk informed Members that a number of the Governor posts were due for renewal at this time.

Councillor E W Williams reminded Members that any Governor had a duty to voice their concerns to the LA regarding the way a school was run and he was supportive of this.

The Head of Curricular Services said any decision regarding Governors had to be taken for the benefit of the children. He explained the role of school governors working as a team and stressed the need for this to be resolved.

Councillor E W Williams wished his vote against the resolution be recorded.

**RESOLVED** that the two Local Authority appointed Governors be removed from office.

The meeting concluded at 12.50 p.m.

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**Report by:** Chief Executive

**Date:** 29 October 2002

**SUBJECT:** DELEGATIONS TO CABINET MEMBERS: PHASE II

**1 Decision sought**

1.1 Delegation of further functions to individual Cabinet Members, as set out in appendix 1, and delegation of functions with respect to the agricultural estate to the Asset Management Committee.

**2 Reasons for seeking decision**

2.1 The Cabinet discussed the principle of the further delegations to individual members at its meeting on 1 October, when various other delegations were agreed. Formal agreement to them is now sought.

2.2 In addition, this report proposes that the functions previously assigned to the Joint Agricultural Board should be delegated to the Asset Management Committee because of the need to make progress with the best value review of the agricultural estate and to have a framework for taking decisions that does not depend on the temporary delegation agreed on 1 October; and that the membership of that committee should be expanded to a total of five members, by including the lead members for Sustainable Development and the Environment and Promoting Denbighshire.

2.3 The Joint Board has failed to meet since before May because of the inability to agree with Flintshire County Council that the legislation requires the appointment of members of the Cabinet. There is no reason why separate decision making on the management etc. of the estate cannot be underpinned by joint working with Flintshire e.g. service level agreements for technical and professional services. There is no justification for a separate committee to deal with the agricultural estate when the Cabinet already has a committee charged with dealing with asset management.

**3 Cost implications**

3.1 The act of agreeing delegations has no cost implications in itself. Arrangements for advising Cabinet members on decisions and publishing those decisions involve essentially the same amount of work as advising the full Cabinet.

**4 Financial Controller's statement**

4.1 The recommendation will assist the Council in consolidating the Asset Management Process which is crucial to the development of an integrated Capital Plan for the Authority.

**5 Consultation carried out**

5.1 Cabinet meeting on 1 October. The joint meeting of the Resources, Environment and Lifelong Learning Scrutiny Committees on 25 July suggested that the Asset Management Committee should have more members.

**6 Implications on other policy areas including corporate**

6.1 Nil. However delegation will reinforce individual Cabinet members' responsibility and accountability for their portfolios.

**7 Recommendations**

7.1 That Cabinet delegates functions to individual Cabinet members as set out in appendix 1, with effect from 30 October 2002.

7.2 That Cabinet delegates functions in respect of the agricultural estate, previously vested in the Joint Agricultural Board, to the Asset Management Committee.

7.3 That the membership of the Asset Management Committee shall be five members, and that Cabinet appoints the lead members for Sustainable Development and the Environment and Promoting Denbighshire to the Committee.

## **Appendix 1 Functions recommended for delegation**

None of these delegations affects existing delegations to officers.

### **General delegations, to each Cabinet member in respect of his or her portfolio**

(Note: if there is uncertainty about whether a matter lies wholly within a Cabinet member's portfolio, advice should be sought from the Monitoring Officer or Chief Executive.)

- 1.1 To determine the content of any plan, strategy or other policy document which relates solely to the Cabinet member's portfolio. This does not include plans and strategies that form part of the policy framework as defined in article 4.2 of the constitution.
- 1.2 To determine whether to publish any statutory notices (other than in respect of closure of schools) and to take action on advertised proposals in the light of any representations received.
- 1.3 To authorise the making of compulsory purchase orders, subject to the agreement of the Lead Member for Finance and the Lead Member for Property and Asset Management.
- 1.4 To approve submission of bids for grant funding and to accept any grant offered, subject to any funding requirement from the Council being contained within existing budgets. Where such a funding requirement cannot be afforded from existing budgets, the consent of the Lead Member for Finance must be obtained before a bid is made or a grant offer accepted.
- 1.5 To approve fees and charges, including any subsidies or concessions, in accordance with any policy adopted by the Cabinet on the setting of fees and charges. Decisions on these matters are subject to the agreement of the Lead Member for Finance. This delegation does not include fees and charges that are set by the Planning and Licensing Committees.
- 1.6 In accordance with any policy adopted by the Cabinet on grants, to determine grants to other bodies or individuals (including determining parameters or criteria for decisions by officers on such grants).

### **Specific delegations: Lead Member for Sustainable Development and the Environment**

- 2.1 To determine applications for licences under section 115E of the Highways Act 1980 to use the highway for the provision of facilities for refreshments.
- 2.2 To determine definitive map modification orders
- 2.3 To declare industrial and commercial improvement areas
- 2.4 To designate areas as conservation areas or as local nature reserves
- 2.5 To designate town schemes and to amend the boundaries of town schemes

**REPORT TO CABINET**

**CABINET MEMBER: LEADER**

**DATE: 29 October 2002**

**SUBJECT: DENBIGHSHIRE COMMUNITY STRATEGY**

**1. DECISION SOUGHT**

1.1 To approve action taken in preparing a Community Strategy for Denbighshire.

**2. REASON FOR SEEKING DECISION**

2.1 As part of the overall community strategy, the four Area Partnerships have now assumed a formal status within the Constitution and the process has started in each of the areas with Member Groups having been convened. Currently each of the areas have well established Members' Groups and, as anticipated, each is approaching the task slightly differently at different stages of development.

2.2 Formal links need to be established with Town and Community Councils with other key partners being identified on an area basis. Each Member Group needs to consider and advise on the next stage on how to engage the Community and with partners to identify aims and objectives for the area. Once a vision for the area is agreed and consultations carried out, short term objectives can be identified and multi-agency/partnership groups can be set up to tackle those issues. The key to all this is an effective Area Partnership Manager, active participation by Elected Members and our partners.

2.3 Three Area Manager Partnership Manager posts for the Southern area, Central area and Rhyl are being advertised externally (closing date 25/10/02) and hopefully appointments will be made on the 7th November, 2002. The development of Area Partnerships will be enhanced once these Officers are in post.

2.4 Senior Management met with the Chief Executives of partner organisations at a breakfast meeting on the 27 September 2002. The meeting discussed many issues involved with the preparation of the Community Strategy including outline structures, the functions of the strategic partnership and the role of the Area Partnerships.

2.5 Partners were alerted to the resource implications of the community strategy process. The County Council have already invested considerable resources in the appointment of Area Partnership Managers, timed commitment by Corporate Directors and political input. The Council is already working strategically with partners in Health and Well-being, Crime and Disorder, Children and Young persons etc. Although no commitment could be made by Partners to committing additional resources e.g. Staff or finance, Partners agreed to make available on a secondment basis if suitable, Officers within their organisations interested in taking Area Partnership Manager duties on a fixed term contract basis. Strategic partners were circulated with the advertisement, job description and person specification for the Area Partnership Manager posts.

2.6 The Strategic Partnership will meet in January, 2003 comprising of 15-20 key Players from the Local Authority/Health/Police/WDA/Elwa/Chambers of Trade/Voluntary Sector and Area Partnerships etc.

2.7 It was stressed to Strategic Partners that the process was not solely one for the County Council, but required all Partners to take a full part in the process of the full partnership. Issues that still need to be addressed for future meetings of the Strategy are how to engage the community and how best to formulate a vision for the delivery of service to the public of Denbighshire over a 10-15 year period.

**2.8** Realistically, the main burden of funding of the Community Strategy will fall to the County Council, and this will include servicing the various inter agency groups which inevitably form any part of the way of working. Members need to be aware of these researching issues in the near future.

**2.9** Once the Strategic Partnership is established and operational, one of its first decisions will be to work on the vision and its aims and priorities. The County Council as the lead partner will itself have to approve the community strategy, and the Scrutiny Committees will play a vital role in the County Council's input. The partnership however, will be tasked with putting the strategy together in the first place, and submitting it for consultation. The Council therefore, will be involved in a power sharing arrangement involving all service providers in Denbighshire. The Council therefore, must see this as an opportunity to influence in a new way how the people of Denbighshire are served by all its partners. All other strategies will be subsumed and form part of the over-arching Community Strategy for Denbighshire. The guidance issued by the National Assembly refers to rationalisation of the number of strategies in existence, and the need to act rather than continually referring back to Members for decision. This is a new way of working for Local Government and is very much in line with the modernisation process.

**2.10** By the time the Strategic Partnership meets in January, 2003, a consultation strategy will be ready for the development of a vision with key objectives set out.

**2.11** The other related strategies are in various stages of progress e.g. The Crime and Disorder Strategy which has had approval following consultation is currently with the publishers; an initial meeting of the strategic board has met recently to develop a draft Strategy for Health (Social Care) and Well-being which will be consulted upon in December 2003; a final framework for a strategy for Children and Young Persons for Denbighshire was submitted to Cabinet in September, 2002; and the Housing Operational Strategy is about to be put out to consultation.

### **3. COSTS**

The costs do not exceed what is already provided for in 2002/2003 or bid for in 2003/2004.

### **4. FINANCIAL CONTROLLER STATEMENT**

The level of budget required for costs relating to Area Partnerships will be considered as part of the budget setting exercise for 2003/2004 which is currently taking place.

### **5. CONSULTATION CARRIED OUT**

Consultation carried out with partners and regular reports submitted to corporate management team

### **6. IMPLICATIONS FOR OTHER POLICY AREAS**

The Community Strategy will impact on all other corporate strategies.

### **7. RECOMMENDATION**

To approve action taken so far in developing the Community Strategy.

**REPORT TO CABINET:**

**CABINET MEMBER:** Councillor M German

**DATE:** 29 October 2002

**SUBJECT:** Green Spaces Service Review

**1 DECISION SOUGHT**

For Members to agree the following options identified for further research during Phase 1 of the Green Spaces Service Review and the associated cost implications.

- Amalgamate Green Space services under one Directorate and Head of Service
- Fully appraise different contract options, tendering routes and management/monitoring staffing structures including single contract, split contracts and selected contractors externalising client role, self monitoring and partnership arrangements.
- Fully appraise different agreement options, including joint venture, service level agreements, partnerships with neighbouring authorities and external providers
- Fully appraise the devolution of Green Space maintenance

Appendix I details all the options which were identified by the Project Team and the justification for choosing particular options for appraisal. Members should ensure that the challenge process of the Green Spaces review has generated all possible ideas for future delivery and improved performance and the rationale for selecting options for research was sound. Members should also note that the options identified for appraisal are both broad and complex and the service does not have the capacity and skills to carry out this piece of work and would be required to employ consultants.

**2 REASON FOR SEEKING DECISION**

The Green Spaces Service Review considers how and why the Authority maintains its public land which does not include any of its agricultural holdings. The Authority's corporate methodology for carrying out service reviews is in two phases. The priority for Phase 1 is to challenge. This means that a wide range of options should be developed based on good quality data about services and needs. Once the project team has developed a realistic set of options a report to Members is required. The priority for Phase 2 is to research options as appropriate, gradually arriving at a position where the team is able to present clear strategic choices for final decisions, implemented via a comprehensive action plan.

At present the Green Spaces service is fragmented with no co-ordinated approach to its development and its responsibility for the sustainability of local communities. It has been identified by local communities, clients and officers as failing to meet the current demands placed upon it. Following reorganisation in 1996 very little has changed in the operational procedures of the Service with many of the current practices having been carried over from predecessor authorities. In addition, the Service has not been clearly defined with much of its functions having been diluted within other Services. The Project Team challenged the way the Service is currently provided and concluded that the computer programmes currently in use and the lack of performance information available has made it difficult to compare the Service with that of other authorities. It was however evident to the Team that the current financial and monitoring systems are not longer sufficient to meet current demands.

Phase 1 of the Green Spaces service review has been completed and the cross-cutting Project Team has identified a number of options after considering current service performance and challenging the way the service is provided. It will not be possible to fully research each and

every possibility for providing the service and therefore the Project Team has agreed which options should be the subject of detailed research and which should be discarded. It is clearly important that the Team has not excluded any possibilities, which might prove realistic, or included options, which are likely to fail. A more detailed analysis of each option is available on request from the Head of Public Protection.

### **3 COST IMPLICATIONS**

The option appraisals outlined above are broad and complex and the Service does not have the capacity and skills to carry out this work in-house. The Authority would therefore be required to employ consultants to carry out the option appraisal element of the review. This would be at a cost of \*

### **4 FINANCIAL CONTROLLER STATEMENT**

It will be necessary to test the possibility of containing any consultancy costs within the existing base budget as part of the budget setting exercise for 2003/4 currently taking place.

### **5 CONSULTATION CARRIED OUT**

Cabinet Member on Project Review Team  
Scrutiny Member on Project Review Team  
Cross-cutting Project Team including trade union representative and representative from Tenants Federation  
Postal satisfaction and improvement survey using Denbighshire's Citizens' Panel  
Postal satisfaction and improvement survey to clients (including school, sports clubs etc)  
Postal satisfaction and improvement survey to community councils  
Challenge Day involving Members, officers, clients, contractors, the general public and attended by Best Value inspector

The result of the consultations indicated that there had been some improvement in green space maintenance over the last three years but more particularly over the last eighteen months. However there was concern over a number of areas including consultation with end users regarding specification and contract requirements, control over expenditure, grass cutting and the involvement of community councils.

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

The implications on other policy areas including corporate will need to be evaluated during each option appraisal.

### **7 RECOMMENDATION**

That Members agree to the appraisal of options by consultants as outlined in this report.

**OPTIONS FOR PROCUREMENT METHOD FOR SERVICE PROVISION**

**IDENTIFYING SERVICE DELIVERY OPTIONS FOR FURTHER INVESTIGATION**

**DENBIGHSHIRE GREEN SPACES MAINTENANCE**

**FUTURE OF GREEN SPACES**

OPTION	COMMENTS	ADVANTAGES (possible)	DISADVANTAGES (possible)	OPTION FOR FURTHER RESEARCH?
1) Continue with current service structure and "contract" arrangements including management and client/contractor split	<p>1) Some green space maintenance works have only been subjected to either limited competition on an annual basis (rights of way verge maintenance) or no competition (grounds maintenance north BV trial, highways rural grass verge maintenance).</p> <p>2) Denbigh/Ruthin grounds maintenance contract due for re-tendering, contract termination 31st December 2001 &amp; rolled over due to Best Value process.</p> <p>3) Limited consultation with interested bodies regarding specification requirements.</p> <p>4) Fragmented system, which could require consolidation and rationalisation.</p> <p>5) Schools unhappy with current grounds maintenance agreements/arrangements</p>			<p>The information gathered for Phase 1 of the Best Value Review has shown that this is not a viable option.</p> <p>Further Research <b>Not</b> Recommended</p>



**OPTIONS FOR PROCUREMENT METHOD FOR SERVICE PROVISION**

OPTION	COMMENTS	ADVANTAGES (possible)	DISADVANTAGES (possible)	OPTION FOR FURTHER RESEARCH?
2) Amalgamate Green Space services under one Directorate/Head of Service	<p>This could also draw in other aspects of the service i.e. Landscape Architecture, Tree Preservation.</p> <p>There are no clear reasons why all other works cannot be amalgamated other than it has always been that way historically. If the maintenance work on green spaces was taken into an umbrella form then it is possible that savings could be made</p>	<p>a) Co-ordinated approach to green space maintenance</p> <p>b) Closer liaison of service operators of green space areas providing a better service to the community at large and developers in the future.</p> <p>c) Development of a cost effective maintenance regime across operations of a similar type.</p>	<p>a) Conflicting priorities</p> <p>If this should happen where should the service sit?</p>	Further research recommended

**OPTIONS FOR PROCUREMENT METHOD FOR SERVICE PROVISION**

OPTION	COMMENTS	ADVANTAGES (possible)	DISADVANTAGES (possible)	OPTION FOR FURTHER RESEARCH?
3) Fully appraise the different contract options and tendering routes available	<p>There are many different ways in which the Authority could tender and contract the Green Spaces Service and the following options will need to be considered and fully evaluated:-</p> <ul style="list-style-type: none"> <li>• Single Contract – covering all Denbighshire Green Space</li> <li>• North/South split</li> <li>• Regional requirements</li> <li>• Town splits</li> <li>• Separate “contract” for specific areas/work</li> <li>• VCT/CCT type tendering route</li> <li>• Selected contractor</li> <li>• Negotiated contract</li> </ul>	Each contract and tender option will have advantages which will need to be considered and fully appraised	Each contract and tender option will have disadvantages which will need to be considered and fully appraised	Further research recommended

**OPTIONS FOR PROCUREMENT METHOD FOR SERVICE PROVISION**

OPTION	COMMENTS	ADVANTAGES (possible)	DISADVANTAGES (possible)	OPTION FOR FURTHER RESEARCH?
4) Fully appraise the different agreement options available	<p>The Authority could provide the Green Spaces Service via agreements, not contracts and the following options will need to be considered and fully evaluated:-</p> <ul style="list-style-type: none"> <li>• Joint venture</li> <li>• Service Level Agreements</li> <li>• Partnering</li> </ul>	Each agreement option will have advantages which will need to be considered and fully appraised	Each agreement option will have disadvantages which will need to be considered and fully appraised	Further research recommended

**OPTIONS FOR PROCUREMENT METHOD FOR SERVICE PROVISION**

OPTION	COMMENTS	ADVANTAGES (possible)	DISADVANTAGES (possible)	OPTION FOR FURTHER RESEARCH?
5) Devolution of Green Space maintenance		<p>a) This would give power to communities in service delivery.</p> <p>b) It would give communities ownership of method of service delivery.</p> <p>c) It could reduce costs to Denbighshire.</p>	<p>a) Not all work is within urban areas would communities maintain land outside their particular area.</p> <p>b) Would communities be able to sustain land to the satisfaction of Denbighshire CC.</p> <p>c) Communities change and this could result in failure of service provision whereby Denbighshire would have to go in to pick up the pieces which could involve greater expenditure.</p> <p>d) This would contradict the opinion gained from consultation</p>	Recommended for further research

**REPORT TO CABINET**

**CABINET MEMBER: LEAD MEMBER FOR THE ENVIRONMENT**

**DATE: 29 OCTOBER 2002**

**SUBJECT: DECRIMINALISATION**

**1 DECISION SOUGHT**

- 1.1 To seek Members agreement to proceed with the implementation of decriminalisation of parking offences in Denbighshire and to support a capital bid to meet the set-up costs.

**2 REASON FOR SEEKING DECISION**

- 2.1 Cabinet approved a strategy for the implementation of decriminalisation at its meeting on 6 June 2002. The first element of the strategy was to employ specialist consultants to examine the financial and institutional implications of decriminalisation and to outline a programme for its introduction, and that the findings be reported to a future Cabinet meeting.
- 2.2 A report has been received from the consultants which concludes that decriminalisation should be financially viable in Denbighshire. More details are given in paragraph 3.1.
- 2.3 Options were examined for undertaking the various activities involved in decriminalisation either in-house or contracted out. The Council will have a duty under the relevant legislation to consider representations made by any motorist who has been issued with an Excess Charge Notice and to serve on the motorist notice of its decision. This function cannot be contracted out. A core function therefore will be needed in-house. Other enforcement and ticket processing functions can be undertaken in-house or contracted out. The consultants have commented that where there is an existing in-house function, such as the Council's car parks management unit, significant cost savings can be achieved through avoidance of set-up costs incurred by any external contractor. The consultants have commented that "experience has shown that a successful decriminalised operation is one that is as integrated as possible with close links between the enforcement and processing operations. This can lead to efficiencies and cost savings in respect of staff, IT and customer relations." Also "in circumstances where local parking controls are complex (such as assisting tourists) an in-house operation is likely to offer advantages, particularly where there is an established operation". On balance therefore it would appear that the retention of all activities in-house is likely to offer the greatest financial efficiency and operational flexibility. The consultants further recommend that Parking Attendants be deployed as a single unit to enforce both on-street and off-street parking.
- 2.4 The issue of combining on-street parking enforcement duties with community safety functions was considered by the consultants. The consultants have recommended a resourcing level for enforcement and commented that this level would have to be increased if additional community responsibilities were added. They consider that the primary objectives of Community Wardens and Parking Attendants are significantly different and this could give rise to difficulties for the personnel in trying to carry out either role if they were combined. However, as part of the evaluation of this factor it should be noted that in parallel the concept of multifunction enforcement staff will be considered in detail as an alternative in accordance with the modernisation agenda.

- 2.5 The consultants have given an indication of the establishment required for enforcement. This is based on known levels of local parking infringements and by drawing comparison with operations elsewhere in Britain. The existing and number of additional staff required are as follows;-

	Existing	Proposed additions
Parking Manager	1	0
Assistant Manager	0	1
Admin. Assistant Processing	1	2
Senior Parking Attendants	0	1
Parking Attendants - All year	4	7
Parking Attendants - Summer Only	0	3
Total	6	14

- 2.6 The consultants have indicated that the implementation of decriminalisation will take approximately eighteen months, a more detailed breakdown is given in the Appendix. However, a further period of up to six months will be required to process a capital bid to cover the set-up costs and to undertake a tender procedure to employ consultants to progress the implementation of decriminalisation.

### 3 COST IMPLICATIONS

- 3.1 Start-up costs have been estimated at £206,510. This includes enforcement, notice processing, systems and IT equipment, and upgrading signs and yellow lines. The consultants consider that there is likely to be an annual surplus of revenue over enforcement costs of approximately £73,000. This would enable set-up costs to be recovered within the first three years of operation. They have taken a reasonably conservative approach to estimating the number of Excess Charge Notices issued. There is an element of financial risk that levels of illegal parking decline further than estimated, thereby resulting in less "fines" income, even so it should still be possible to maintain a financial surplus. The introduction of on-street charging in Rhyl will provide a revenue stream to support decriminalisation, should this be necessary. A capital bid for £207,000 is to be made to meet the set-up costs.

### 4 FINANCIAL CONTROLLER STATEMENT

- 4.1 The costs of the proposals will need to be considered as part of the budget setting exercise for 2003/4 which is currently being undertaken.

### 5 CONSULTATION CARRIED OUT

- 5.1 Consultation on progressing decriminalisation has been undertaken with North Wales Police and Prestatyn and Rhyl Town Councils. Discussion have also been held with officers from the other North Wales local authorities and, in terms of gathering information on decriminalisation, with Neath Port Talbot Council, the only council in Wales to have decriminalisation powers, and with local authorities in North West England that have also assumed the powers. The North Wales Police and Prestatyn and Rhyl Town Councils support the Authority in progressing an application for decriminalisation.

### 6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 6.1 Road Safety and improvement to Commercial (Town Centre) business premises.

### 7 RECOMMENDATION

- 7.1 That Members note the consultants' findings and support a Capital Bid to enable the implementation of decriminalisation.



**REPORT TO:** CABINET  
**REPORT BY:** COUNCILLOR D M MORRIS, LEAD MEMBER FOR COMMUNICATIONS  
**DATE:** 29 OCTOBER 2002  
**SUBJECT:** DELIVERING COUNCIL PRIORITY A. 1.

**1. DECISION SOUGHT**

- 1.1 To decide on the best way to deliver the Council priority "We will establish a fully bilingual system to provide customers with a single contact point for the delivery of all services either face to face, via the telephone or electronically via the web site. Target 40% of all Council transactions by April 2004, 80% by 2005."

**2. REASON FOR SEEKING DECISION**

- 2.1 Given the scope and complexity of the subject, the ICT Department, as the corporate lead on e-Government, has been working on developing the best solutions for delivery of the above priority since the summer of 1999. This work has involved extensive consultation and research including that of best practice from other organisations, both private and public sector, as well as guidance from world leading analysts such as Gartner Group. In line with the agreed Delivering Quality Services and Implementing Electronic Government strategies we have advanced greatly towards our overall aim.
- 2.2 The Authority is now at the stage where the crucial, cultural and organisational change emphasised in the strategies above need to begin. i.e. The delivery of our Contact Centre action plan.
- 2.3 It is advocated that an incremental, two phased approach is adopted. This will make best use of Council resource, with measurable returns on investment after every step and is based on Pareto's principle of dealing with the 20% of things which cause 80% of the problems.
- 2.4 Phase One is focused on delivery of the Contact Centre as one point of contact for the majority of calls concentrating on the handling of high volume, frequent transactions. This will significantly reduce our 55% unanswered call rating and allow highly paid, back office professionals to concentrate on the more skilled aspects of their jobs and deliver better services. Simple, centralised call management and control alone will provide significant improvements to the current situation. Commencement in April 2003 will result by April 2004 in the publication of two Denbighshire Direct numbers (one solely for Welsh), to which all Council enquiries should be directed, with all high volume, basic transactions transferred by August 2004.
- 2.5 Phase Two is the more detailed analysis of particular service areas. This will be based on the performance statistics generated by the Customer Relationship Management System implemented in Phase One. If it is justified by return on investment we will implement true end to end integration which means that the complete service is delivered from the front office at the first point of contact.
- 2.6 This approach is ratified as evidenced by the research and development work over the last two years as well as more recent benchmarks (e.g. Socitm's Improving Customer Services Report) which detail what steps should have been taken by now.
- 2.7 However, as detailed in the Delivering Quality Services strategy, there is also the option of externalisation. *"These models usually involve significant upfront investment in delivery of the Council's vision by the private sector partner, with a return to them in the long term, in the form*



*of unitary charges and them taking a sizeable percentage of all future savings (similar to PFI). To proceed with this option in the long term would firstly require a fuller and more detailed options appraisal. i.e. A detailed Best Value review on delivering the strategic vision of the Council as a whole. This relies on the quality and accuracy of the whole authority analysis and valid performance information."*

- 2.8 In view of the urgent need to progress, delivery would have to be based on the in house option in the short term, subject to the requirement for full options appraisal being completed as per 2.7.

### **3. COST IMPLICATIONS**

- 3.1 Phase One will resolve 80% of the Council's problems relating to customer communications, which is likely to equate to the delivery of the Council Priority for 2005 based on the volume of transactions.

- 3.2 The Contact Centre is a corporate initiative that will ultimately deal with all services. It will take over work that currently falls on various parts of the Council. It is proposed that this should be recognised by providing ongoing revenue funding for the Contact Centre by top slicing the annual increase in budget allocated to departments. Where current call handling areas or other discrete functions (such as switchboard operators) transfer to the Contact Centre, then their budget allocation will transfer with them.

- 3.3 Therefore the only extra, ongoing revenue costs over and above the base will be the initial setup. Full revenue and capital requirements are noted in Appendix 1.

- 3.4 Phase 2 will be based on cost benefit analysis resulting in, if justified, the complex full integration of front and back office systems to deliver complex transactions at the front office, end to end. NB. This may not be necessary or required, based on the fact that the Council priority will be delivered as part of Phase One and should be justified on a transaction by transaction basis.

### **4. FINANCIAL CONTROLLER STATEMENT**

- 4.1 The budget requirements detailed in the appendix together with the deliverability of moving existing budgets from service departments will be considered as part of the budget setting exercise for 2003/4 which is currently being undertaken.

### **5. CONSULTATIONS CARRIED OUT**

- 5.1 Cabinet approval of the Delivering Quality Services Strategy of 2001, IEG Statement of 2002, three quarterly conferences, a government open day for members and directors, various reports to OMB, members and now SMTF. Extensive consultation with the public, see report to SMTF 1.8.02.

### **6. POLICY IMPLICATIONS INCLUDING CORPORATE**

- 6.1 This is a direct requirement to deliver the Council priority that "We will focus on our customers and strive to meet their needs, in particular for effective basic services".

### **7. RECOMMENDATION**

- 7.1 That Cabinet endorse the direction noted in this document.
- 7.2 That prioritisation is given to this Corporate budget, without which we will be unable to deliver the priorities set by Council.

**CORPORATE REVENUE BIDS TO BE CONSIDERED SEPARATELY FROM ICT  
IMPLEMENTING ELECTRONIC GOVERNMENT - FRONT OFFICE WORKING**

Item	Priority (1, 2, 3, etc, 1 being high)	2003/ 2004 & FULL YEAR COSTS £.000's Phase 1	2004/ 2005  Phase 1 (cont'd)	Number of New Posts	Reason why a funding priority	Link to Policy and Priorities
Set up Customer Contact Team	1	175 ongoing (Staffing)  30 ongoing (Running Cost)		7	Seven <b>new</b> posts need to be created for 1 <sup>st</sup> April 2003. A CRM Manager, a Senior Business Analyst (PO2/3??) and five generic Customer Contact Officers (Sc 5) to be the beginnings of the Contact Centre. The Customer Contact Officers are new (additional) professional positions, which require a good level of intelligence, IT literacy and motivation, as they will be responsible for delivery of varied and complex transactions, as well as determining customer requirements. The CRM Manager will be responsible for the operation and setup of the Contact Centre, whereas the Senior Business Analyst will be dedicated to the major task of managing the re-engineering and transfer of processes from the back office to the Contact Centre. Both posts will report directly to the Corporate IEG Project Manager, who will be responsible for the overall delivery of the project as part of IEG.	A. We will focus on our customers and strive to meet their needs, in particular for effective basic services.  We will establish a fully bilingual system to provide customers with a single contact point for the delivery of all services, either face to face, via the telephone or electronically via the web site. Target 40% of all Council transactions by April 2004, 80% by 2005.
Continue Funding of two Business Process Analysts	1	50 ongoing		(2) Continue funding existing	As per the recommendation of SMTF, to fund the second and subsequent years of the Business Analysts' contracts in order to progress with the move from current back office processes to customer focused front office processes and to look for continual business improvement in the back office via the use of technology. The target is that once services begin being delivered via the Contact Centre, this	

					funding allocation is pulled from departments to the centre, starting April 2004.	
Training Costs	X	30 <i>This year only</i> 13.5 <i>ongoing</i>			<i>This is covered in Personnel bids and ongoing training will be included in Personnel bids in Year 2 (Not included in total)</i>	
Customer Relationship Management System			18 ongoing		Possible revenue cost of maintenance if not developed in house	
Automated Caller Distribution (call centre) systems			8 ongoing		There will be ongoing maintenance and support call cover	
<b>Total £.000's</b>		255	26			

## IEG - CAPITAL REQUIREMENTS

Item	Priority (1, 2, 3, etc,  1 being high)	2003 /2004 £.000's  Phase 1	2004/ 2005  Phase 1 cont.	2004/2005 £.000s  Phase 2	Reason why a funding priority	Link to Policy and Priorities
Customer Relationship Management System	1	180			<p>This should be seen as an incremental project. The reason we are addressing it step by step is so that we can assess the returns.</p> <p>There will be a requirement for an integrated Customer Relationship Management system to provide one view of the customer across the organisation, integrate to relevant back end systems, provide the relevant scripts at the front office and be the first step towards the aim of one point of access and one point of update for the majority of Denbighshire's Information Systems. This may be a Capital item.</p>	<p>A. We will focus on our customers and strive to meet their needs, in particular for effective basic services.</p> <p>We will establish a fully bilingual system to provide customers with a single contact point for the delivery of all services, either face to face, via the telephone or electronically via the web site. Target 40% of all Council transactions by April 2004, 80% by 2005.</p>
Automated Caller Distribution (call centre) systems		80			ACD systems route calls based on priority, level of contact centre officers, and allows contact centre managers to manage distribution. This system will also recognise the telephone number of the caller pass this information to the CRM System which will display the caller's details and interaction history to the Contact Officer, thus improving efficiency, accuracy of data capture and overall customer service.	
Furniture, PCs and associated "contact centre type"		50	10		Desks, and chairs etc. required to comply with Health & Safety regs. for Call Centre Operators and standard PCs and software. The requirement for specific equipment to	

equipment (Office Setup)					track calls and integrate to the CRM system is unknown but is likely to be a future cost.	
Document Management System			30		The ability to scan documents received by the call centre and transfer them electronically is essential to the accuracy and efficiency of data transfer. This is required in order for the contact centre to receive and distribute all post. (This is based on 30 seats and would need further investigation)	
Business Process Analysis Consultancy			30		This is required to further progress the mapping of business processes in failing areas in need of substantial re-engineering. These areas will be determined during phase 1.	
Integration of front office to 2 back end systems				40	Based on cost benefit analysis we will prioritise and progress with full integration of front and back office - end to end. This will enable enquiries to be satisfied fully at the first point of contact in the front office. NB. This may not be necessary or required and should be justified on a project by project basis based on the fact that the Council priority will be delivered as part of Phase 1.	
<b>Total £.000's</b>		310	70	40		

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor E.A.. Owens - Cabinet Lead Member for Finance.

**DATE:** 29 October 2002

**SUBJECT:** Revenue Budget 2002/03

**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 any actions necessary to reduce projected overspendings.

**2 REASON FOR SEEKING DECISION**

The need to deliver the Council's agreed Recovery Action Plan and budget strategy which calls for positive balances of at least £1.0m by the end of the current year .

**3 COST IMPLICATIONS**

The latest projections undertaken for 2002/03 show a potential overspend at year end of £41k ( £188k at the end of August ). Cabinet at its meeting of 10 September agreed that Directorates will be expected to achieve their budget expenditure figures.

**4 FINANCIAL CONTROLLER STATEMENT**

The Council's financial strategy for the year requires balances to be built up to £1.0m by the end of 2003/03. The latest projection indicates that spending still remains in excess of budget, although by a smaller amount than previously reported. Further action is therefore required to remove this overspend.

**5 CONSULTATION CARRIED OUT**

Lead Cabinet Members consult on an ongoing basis with Heads of Service to agree necessary remedial action to prevent overspends in 2002/03.

**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 that balances of £1.0m are achieved by the end of the current financial year.

## MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03

Summary of Pressures  
PERIOD ENDING SEP 2002

Directorate	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Sep 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Sep 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Lifelong Learning (excluding schools delegated)	6,099	5,555	-544	15,065	15,256	15,417	161	188
Environment	7,714	7,022	-692	16,768	16,991	16,991	0	0
Personal Services	11,769	11,450	-319	23,297	23,532	23,532	0	0
Chief Executive	1,174	969	-205	2,244	2,298	2,298	0	0
Resources	2,936	2,795	-141	4,543	4,580	4,580	0	0
Corporate, Miscellaneous & Benefits	6,294	5,907	-387	3,097	3,220	3,220	0	0
	<b>35,986</b>	<b>33,698</b>	<b>-2,288</b>	<b>65,014</b>	<b>65,877</b>	<b>66,038</b>	<b>161</b>	<b>188</b>
<b>Non - Service Items:</b>								
				1,720	166	166	0	
				11,144	11,137	11,137	0	
				4,130	4,130	4,130	0	
				1,000	1,000	1,000	0	
							-120	
	<b>83,008</b>	<b>82,310</b>		<b>83,008</b>	<b>82,310</b>	<b>82,471</b>		
							<b>Total Variance</b>	<b>41</b>

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03  
LIFELONG LEARNING  
PERIOD ENDING SEP 2002**

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Sep 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Sep 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Individual Schools Budget	19,898	18,447	-1451	35,527	36,224	36,064	-160	-160
School Funds Held Centrally	3,310	2,740	-570	9,004	9,202	9,294	92	97
Non school Funding	83	75	-8	172	172	170	-2	-2
Leisure Services	1,245	1,355	110	2,701	2,719	2,790	71	93
Culture	957	920	-37	2,245	2,238	2,238	0	0
Countryside	282	270	-12	405	402	402	0	0
Youth	222	195	-27	538	523	523	0	0
	<b>6,099</b>	<b>5,555</b>	<b>-544</b>	<b>15,065</b>	<b>15,256</b>	<b>15,417</b>	<b>161</b>	<b>188</b>
<b>Total Lifelong Learning</b>	<b>25,997</b>	<b>24,002</b>	<b>-1,995</b>	<b>50,592</b>	<b>51,480</b>	<b>51,481</b>	<b>1</b>	<b>28</b>



<b>Notes:</b>
Reserves not yet matched
The re-profiling exercise for 2002/03 to be completed.

<b>Comments</b>	
<b>Education</b>	
<b>Individual Schools Budgets</b>	
This is based on the latest outturn projections for each of the schools.	£ 000s
	<u>-160</u>
<b>Pressures</b>	
<b>School Funds Held Centrally</b>	
SEN specialist provision to compensate for capacity issues at Tir Morfa	65
SEN disability adaptation (a retrospective bid has been made from Capital)	21
SEN significant pressure (currently at the same level as this point last year and replicated in other Authorities) still under review.	
Joint Use Leisure Centres	18
Transport (Cost of additional days and contract variations)	110
<b>Savings</b>	
Management and administration - various	-15
Delay in appointment of SEN Lead Officer and other staff	-60
Reduction in Free Meal numbers	-35
Equipment Leasing	-10
Boarding Grants	-2
Student Awards Support	-2
	<u>90</u>
<b>Culture and Leisure</b>	
<b>Leisure Services pressures include:</b>	
Costs associated with hosting the Blue Peter Event	5
Loss of income from the Apollo profitshare agreement	23
Funding of Supernumary post	18
Pavilion Theatre - increased costs and underachievement on production acc	25
	<u>71</u>

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03**  
**ENVIRONMENT**  
**PERIOD ENDING SEP 2002**

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Sep 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Sep 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Consultancy Services	839	636	-203	995	995	1,040	45	46
Economic Regeneration	512	598	86	798	843	838	-5	-6
Highways and Transportation	2,061	2,101	40	5,929	5,987	5,969	-18	-18
Planning Services	390	304	-86	889	889	868	-21	-21
Public Protection & Regulatory Services	3,612	3,120	-492	7,540	7,635	7,654	19	20
Support Services	300	263	-37	617	642	622	-20	-21
<b>Total Environment</b>	<b>7,714</b>	<b>7,022</b>	<b>-692</b>	<b>16,768</b>	<b>16,991</b>	<b>16,991</b>	<b>0</b>	<b>0</b>

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03  
PERSONAL SERVICES  
PERIOD ENDING SEP 2002**

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Sep 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Sep 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Children and Families	1,997	2,241	244	3,805	4,223	4,410	187	187
Intake A & C M (North)	3,986	3,841	-145	8,011	8,696	9,102	406	230
Intake A & C M (South)	1,533	1,495	-38	3,046	3,030	3,007	-23	48
Provider	2,746	2,873	127	5,442	5,398	5,648	250	250
Business Support & Development	1,473	966	-507	2,910	2,102	1,282	-820	-715
Non HRA Housing	34	34	0	83	83	83	0	0
<b>Total Personal Services</b>	<b>11,769</b>	<b>11,450</b>	<b>-319</b>	<b>23,297</b>	<b>23,532</b>	<b>23,532</b>	<b>0</b>	<b>0</b>

**Children and Families**

As previously reported Fostering will be the major drain on the 2002/03 budget.

The Out of County position appears healthy and is expected to underspend by over £380k.

The NCH Residential establishment (Bryn Y Wal) is expected to overspend by £77k. This is due to both a high inflationary increase by NCH and insufficient budget within Children's Services.

**Intake A & C M (North & South)**

Preserved Rights and Residential Care Allowance budget and spend included in A & C M (North). Currently underspent as fees have not yet been increased.

Increase in spend in both Community Care Older People and Physically Disabled.

**Adult Services - Provider**

Elderly Residential Services - estimated overspend year end - £317K

Mental Illness - Llys Marchan Residential Home overspend estimated to be £69K

**Adult Services General**

Learning Disabilities and Mental Illness Services - Transitional Housing Benefit (THB) Income has been removed from Adult Services,

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03**  
**CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS**  
**PERIOD ENDING SEP 2002**

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Sep 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Sep 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<b>Chief Executive's Dept</b>	1,174	969	-205	2,244	2,298	2,298	0	0
<b>Resources Directorate:</b>								
Finance	1,728	1,737	9	2,155	2,190	2,190	0	0
Audit	119	157	38	308	298	298	0	0
I.T	808	599	-209	1,492	1,492	1,492	0	0
Personnel	281	302	21	588	600	600	0	0
Total	2,936	2,795	-141	4,543	4,580	4,580	0	0
<b>Corporate &amp; Miscellaneous Benefits</b>	944	85	-859	2,622	2,745	2,745	0	0
	5,350	5,822	472	475	475	475	0	0
Total	6,294	5,907	-387	3,097	3,220	3,220	0	0
<b>Total Chief Executive's, Resources, Corporate &amp; Misc. and Benefits</b>	<b>10,404</b>	<b>9,671</b>	<b>-733</b>	<b>9,884</b>	<b>10,098</b>	<b>10,098</b>	<b>0</b>	<b>0</b>

Contract Services Memorandum	Actual Income	Actual Expenditure	Actual Surplus / - Deficit	Projected Income	Projected Expenditure	Projected Surplus / - Deficit
	£000s	£000s	£000s	£000s	£000s	£000s
	5,475	5,491	-16	12,000	11,900	100

The deficit on the Contract Services revenue accounts is totally attributable to the School Catering operation and the fact that, whilst there were employee and other costs during the summer school holidays, there was This situation is the same as in the past years end of September trading position with the deficit being eliminated during the remaining months of the financial year.

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor E.A.. Owens - Cabinet Lead Member for Finance

**DATE:** 29 October 2002

**SUBJECT:** Capital Plan 2002/03

**1 DECISION SOUGHT**

That Cabinet seeks Council approval to the proposed revisions to the Capital Plan.

**2 REASON FOR SEEKING DECISION**

Council approved the 2002/03 Capital Plan at its meeting of 26 March 2002. The Plan has been updated during the current financial year to take account of rollover from 2001/02. In addition it has been necessary to revise estimates of scheme costs in some instances following monitoring meetings with service managers. Service managers have also been successful in obtaining additional capital resources for specific schemes during the year and these have been incorporated into the Specially Funded element of the Plan.

**3 COST IMPLICATIONS**

Details of the updated Capital Plan are provided at Appendix 1. Overall capital payments are now estimated at £32.589m of which £9.622m is to be met from General resources and £22.967m from Special Funding. Specially funded schemes are financed from external resources earmarked directly to projects. General funded schemes are financed from the Basic Credit Approval and Capital Receipts. If the costs of capital projects outstrip capital resources in any financial year the balance must be charged to the Revenue account.

The previous estimate of General Capital Payments stood at £8.278m. The net increase of £1.344m in general payments is mainly attributable to rollover from 2001/02. Revisions of estimated scheme payments for 2002/03 have also been incorporated into the Plan following monitoring meetings held with service managers.

On the financing side, resources have been brought forward from 2001/02 to meet the rollover payments and overall there are sufficient resources in place to meet the current estimate of capital payments for the year, whilst also providing the ability to increase the Contingency provision to £0.109m.

Finalisation of the net sale proceeds in respect of the Heol Esgob land sale is now awaited which will confirm the usable capital receipt available to finance further capital spending.

The pressure to address the Council's office accommodation shortage remains and the upgrading of the Canol-y-Dre modern records office has been identified as part of the overall solution. The estimated cost of the necessary works is £0.125m. It is proposed that the Capital Plan is updated to incorporate this scheme utilising an element of the Heol Esgob capital receipt.

Cabinet in July was advised that in view of pressures within the Plan it would be necessary to reduce the budgets for the Block Allocations. This strategy was adopted on the basis that the reductions would be reinstated when sufficient Capital Receipts had been generated. It is proposed that consideration is given to this later in the financial year, when the Heol Esgob receipt has been confirmed. This will ensure that sufficient finance remains available to meet the commitments made.

**4 FINANCIAL CONTROLLER STATEMENT**

Capital Spending must be contained within the level of capital resources available for the year.

**5 CONSULTATION CARRIED OUT**

Projects are prepared and subsequently monitored in consultation with service managers.

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

Projects have been reviewed to ensure that they satisfy the Council's Corporate Objectives.

**7 RECOMMENDATION**

7.1 That Cabinet seeks Council approval of the revised Capital Plan (to incorporate £0.125m for office accommodation works at Canol-y-Dre).

7.2 That delegated powers are given to the Cabinet member for Finance to authorise use of the £0.109m contingency on approved schemes.

DENBIGHSHIRE COUNTY COUNCIL CAPITAL PLAN 2002/03				Capital Plan - Jul 2002			Capital Plan - Oct 2002		
				General Funded 2002/03	Special Funded 2002/03	Total 2002/03	General Funded 2002/03	Special Funded 2002/03	Total 2002/03
				£000s	£000s	£000s	£000s	£000s	£000s
<b>Environment</b>	<b>Highways and Transportation</b>								
	2002/03		Flood damage reinstatement	430		430	430	1,310	1,740
	2001/02	Rollover	Flood damage reinstatement - Horseshoe Pass			0		1,090	1,090
	2002/03		Flood prevention schemes	1,169		1,169	495	524	1,019
	2002/03		Structural maintenance,bridges etc	800		800	800		800
	2001/02	Rollover	Sea Defence works			0	30	50	80
	2002/03		Sea Defence works	100		100	100	60	160
	2002/03		Rhydwen Drive - Renewal of lighting columns	75		75	75		75
	2001/02	Rollover	Local Road Maintenance Grant			0		372	372
	2002/03		Local Road Maintenance Grant		885	885		825	825
	2001/02	Rollover	Local Road Safety Grant			0		12	12
	2002/03		Local Road Safety Grant		207	207		207	207
	2001/02	Rollover	WDA Schemes		200	200	25	348	373
	2001/02	Rollover	Transport Grant			0	300	619	919
	2002/03		Transport Grant		1,019	1,019		1,019	1,019
				2,574	2,311	4,885	2,255	6,436	8,691
	<b>Public Protection &amp; Community Services</b>								
	2002/03		Housing Improvement Grants	1,900		1,900	1,900	564	2,464
	2002/03		Public Conveniences Refurbishment Programme.	129		129	129		129
	2001/02	Rollover	Playgrounds Improvement Programme			0	96	50	146
	2002/03		Playgrounds Improvement Programme	150		150	150		150
	2002/03		Waste Management Strategy		103	103		103	103
	2002/03		Renewal Areas		1,600	1,600		2,742	2,742
	2002/03		Strategic Housing Schemes		750	750		700	700
				2,179	2,453	4,632	2,275	4,159	6,434
	<b>Economic Regeneration</b>								
	2001/02	Rollover	Business Development Grants			0	84		84
	2002/03		Business Development Grants	130		130	130		130
	2001/02	Rollover	Denbighshire Financial Support Programme			0	44		44
	2002/03		Denbighshire Financial Support Programme			0		233	233
	2002/03		Community/Rural Key Fund			0		733	733
	2001/02	Rollover	Industrial Sites			0	283		283
	2002/03		Industrial Sites		1,010	1,010	56	2,755	2,811
				130	1,010	1,140	597	3,721	4,318
	<b>Planning Services</b>								
	2001/02	Rollover	Town Schemes			0	3		3
	2002/03	Rollover	Denbigh THI			0	50		50
				0	0	0	53	0	53

DENBIGHSHIRE COUNTY COUNCIL CAPITAL PLAN 2002/03				Capital Plan - Jul 2002			Capital Plan - Oct 2002		
				General Funded 2002/03	Special Funded 2002/03	Total 2002/03	General Funded 2002/03	Special Funded 2002/03	Total 2002/03
				£000s	£000s	£000s	£000s	£000s	£000s
<b>Environment</b>	<b>Design and Construction</b>								
	2002/03		Agricultural Estates		50	50		266	266
	2002/03		Property - Block Allocation	150		150	150		150
	2002/03		Health & Safety - Requirements - Safety Glass	140		140	140		140
	2002/03		Health & Safety - Requirements - DDA	60		60	60		60
	2001/02	Rollover	Park Road Depot - Demolition			0		37	37
	2001/02	Rollover	Corporate Property Database			0	110		110
	2001/02	Rollover	Prestatyn CCTV			0	4		4
	2001/02	Rollover	46 Clwyd Street Office Improvements			0	5		5
	2001/02	Rollover	Ty Nant Landscaping			0	25		25
				350	50	400	494	303	797
			<b>Total - Environment</b>	<b>5,233</b>	<b>5,824</b>	<b>11,057</b>	<b>5,674</b>	<b>14,619</b>	<b>20,293</b>
<b>Lifelong Learning</b>	<b>Schools</b>								
	2001/02	Rollover	Furniture			0	1		1
	2002/03		Plas Brondyffryn	200	2,000	2,200	7	2,000	2,007
	2002/03		School Buildings Improvement Grant	900	1,193	2,093	900	1,193	2,093
	2002/03		New Opportunities funding for PE and Sports			0		1,316	1,316
				1,100	3,193	4,293	908	4,509	5,417
	<b>Non school Funding</b>								
	2001/02	Rollover	Middle Lane Telephone System			0	2		2
				0	0	0	2	0	2
	<b>Culture &amp; Leisure</b>								
	2001/02	Rollover	Loggerheads Flood Damage - Interpretation			0	19		19
	2001/02	Rollover	Loggerheads Flood Damage - Mill, Leete			0	39		39
	2002/03		Llangollen Old Chapel	50		50	148	110	258
	2002/03		Plas Newydd Garden Restoration	245	453	698	245	453	698
	2002/03		Rhyl Leisure Centre - Community Access Project	220		220	18	62	80
	2002/03		Ruthin Gaol	30		30	377	443	820
				545	453	998	846	1,068	1,914
			<b>Total - Lifelong Learning</b>	<b>1,645</b>	<b>3,646</b>	<b>5,291</b>	<b>1,756</b>	<b>5,577</b>	<b>7,333</b>
<b>Personal Services</b>	<b>Housing Revenue Account</b>								
	<b>Strategic Planning</b>				1,414	1,414		2,630	2,630
	2001/02	Rollover	Adaptations to homes of disabled			0	9		9
	2002/03		Adaptations to homes of disabled	80		80	80		80
	2001/02	Rollover	Social Services - Client IT System ( Care.com )			0	130		130
	2001/02	Rollover	West Rhyl Community Strategy			0	34		34
				80	0	80	253	0	253
			<b>Total - Personal Services</b>	<b>80</b>	<b>1,414</b>	<b>1,494</b>	<b>253</b>	<b>2,630</b>	<b>2,883</b>



DENBIGHSHIRE COUNTY COUNCIL CAPITAL PLAN 2002/03				Capital Plan - Jul 2002			Capital Plan - Oct 2002		
				General Funded 2002/03	Special Funded 2002/03	Total 2002/03	General Funded 2002/03	Special Funded 2002/03	Total 2002/03
				£000s	£000s	£000s	£000s	£000s	£000s
<b>Chief Executive</b>	<b>County Clerk's Department</b>								
	2001/02	Rollover	Mobile Translation Equipment			0	5		5
	2002/03		Committee Management System.	35		35	35		35
				35	0	35	40	0	40
<b>Resources</b>	2002/03		Denbigh Cash Office	30		30	30		30
	2002/03		e-government		141	141		141	141
				30	141	171	30	141	171
<b>Corporate &amp; Miscellaneous</b>	2001/02	Rollover	Community Projects - Block Allocation			0	100		100
	2002/03		Community Projects - Block Allocation	330		330	330		330
	2001/02	Rollover	Match Funding - Block Allocation			0	63		63
	2002/03		Match Funding - Block Allocation	100		100	100		100
	2001/02	Rollover	Provision for Claims			0	356		356
	2002/03		PFI Offices - Provision for fees and associated works ( net costs )	400		400	400		400
	2001/02	Rollover	Provision for Grant Clawback			0	49		49
	2002/03		Provision for Grant Clawback	362		362	362		362
				1,192	0	1,192	1,760	0	1,760
			<b>Total - Chief Executive,Resources and Corporate &amp; Miscellaneous</b>	<b>1,257</b>	<b>141</b>	<b>1,398</b>	<b>1,830</b>	<b>141</b>	<b>1,971</b>
			<b>Total All Services</b>	<b>8,215</b>	<b>11,025</b>	<b>19,240</b>	<b>9,513</b>	<b>22,967</b>	<b>32,480</b>
<b>Contingency</b>				55		55	55		55
<b>Balance Available</b>				8		8	54		54
			<b>Total Capital Plan</b>	<b>8,278</b>	<b>11,025</b>	<b>19,303</b>	<b>9,622</b>	<b>22,967</b>	<b>32,589</b>
			<b>Finance:</b>						
			BCA/GCG	8,116	1,164	9,280	8,116	1,164	9,280
			SCAs	Nil	5,353	5,353	Nil	8,494	8,494
			Capital Receipts	Nil	50	50	882	1,132	2,014
			Capital Reserve	162	Nil	162	351	Nil	351
			Capital Contributions	Nil	Nil	0	Nil	265	265
			Capital Grants	Nil	4,458	4,458	273	11,912	12,185
			<b>Total Finance</b>	<b>8,278</b>	<b>11,025</b>	<b>19,303</b>	<b>9,622</b>	<b>22,967</b>	<b>32,589</b>

**Report to** Cabinet

**Report by** Leader

**Subject** Strategic Grants Policy: Community and Voluntary Sectors

## 1. Decision Sought

1.1 For Cabinet to approve the attached draft policy and offer any views to improve the document and the policy proposal.

## 2. Background

2.1 District Audit carried out an audit of the Council's Grant making to the Voluntary Sector in 2001.

2.2 One of its key recommendations was that the Council should have a clear strategy for funding the voluntary sector which should link to its overall strategic priorities.

2.3 We were also asked to look at harmonising arrangements to reduce the confusion of the sector who currently apply for grants from a wide range of departments.

2.4 Work started last year therefore on the Voluntary Sector Liaison Group (VSLG) to produce a grants' policy framework which met both the sectors' and the local authority's needs.

2.5 The group received presentations from Flintshire County Council who had attempted a similar policy and had placed in one department responsibility for some of their key grants. Flintshire also had introduced a scoring matrix for grant applications to ensure that grant awards met the Council's strategic priorities. This process, notably, however, did not include economic development grants or social services grants.

2.6 The VSLG were not minded to pursue the Flintshire model feeling:

- that the complexity of the grants made by the Council, e.g. the variety of funding regimes, the varying criteria, the diversity of partnerships through which many of the grants are made, worked against central co-ordination in one department. This complexity is illustrated in the accompanying documents which distinguish between grants made by the Council from its own direct funding sources and grants which the Council facilitates deriving either from European or Assembly sources.
- The issue is further compounded by the fact that in some cases the grants made the Council are for the purchasing of service provision, which otherwise the authority would have to directly provide. Most of these are subject to SLAs and are therefore quasi contractual arrangements which might be more appropriately considered under a procurement strategy. Any transfer of the funding for grants from departments to a central pot would therefore be to transfer services' core funding.

2.7 Mindful of these difficulties, therefore, the group agreed to pursue an overall policy framework for grants made by the Council to the Voluntary and Community sectors from whatever source. The application mechanisms were to remain largely as they are now, except that there would be a review group to assess all Denbighshire County Council direct funded grant making, using a scoring matrix to ensure that the Council's strategic policies were being pursued.

2.8 For grants from European or Assembly sources, where the Council acts as the facilitator, it was recognised that the process would largely be controlled by those specific funding regimes. But it was also felt that the partnerships should have regard for the key principles of the policy, most of which would be compatible with the funding regimes' policy guidance and criteria.

2.10 Recognising that this proposal, however, did not deal with one of the core difficulties from the perspective of the Voluntary and Community sector, namely ease of access and information on grants, it was agreed to produce a grants' handbook which would be attached to the policy and provide the sector in one place with all the basic information it needed to access grants.

The handbook therefore would comprise 3 parts

- The strategic grants policy
- Summary of grants, applications' timetable and grant conditions as well as contact numbers
- Application forms complete with guidance notes for each grant (to be included in the final document)

2.11 The handbook would be updated and maintained by the Chief Executive's Department. Before finalising the draft the tables in the appendix will be double checked and combined to make for easier reading. A flow diagram will also be added to illustrate the process.

2.12. Members should note that once the information above has been finalised, it should be possible to complement this exercise with similar information for the business sector drawing as it will be able to on some of the information gathered here.

### **3. Cost Implications**

3.1 There are none arising from this report.

3.2 There are however implications for how services in kind to the voluntary and community sectors are recorded. Currently, discounted lease arrangements are not treated as grants. Under this policy they will be. Accounting procedures therefore will have to be adjusted to reflect this with the donor department being credited with funding to make grant donation to the relevant organisation. Further, the grant will be treated the same as any other grant which means

- A. That it will have to meet the grant criteria and be consistent with the policy priorities of the Council
- B. That as a grant it will be subject to the same approval mechanism

3.3 In treating discounted leases as grants the authority, however, will be able to more accurately detail its contribution to the Voluntary and Community Sectors.

3.4 There may be other services in kind issues which will need to be incorporated into this policy when they have been clearly identified

### **4. Financial Controller Statement**

4.1 The adoption of this policy will assist in providing an equitable basis for establishing the relative costs of providing financial assistance to external organisations. From an operational perspective, in view of the wide range of direct and indirect services provided by the Council it is likely that the establishment of an accounting regime will raise complex issues which will have to be addressed as this policy is implemented.

### **5. Consultation**

5.1 The attached document has been endorsed by the the Voluntary Sector Liaison Group.

5.2 Operations Management Board considered the document and queried whether it was possible to subsume all of these grants under a common strategy, specifically given that some grants especially Social Services' grants are quasi contracts and questions have also been raised

concerning the possibility of creating a single grant fund to which people apply, but are then matched against the appropriate criteria. Corporate Executive Team supported the document.

5.3 Staff in relevant departments have generally been supportive of the proposals.

5.4 The Resources Scrutiny Committee considered the document on 9th October and were supportive of the proposals.

5.5 Cllr Ann Owens is supportive of the strategy and has been closely involved with its evolution. Cllr Pauline Dobb is also supportive.

## **6. Impact on other Policy Areas**

6.1 The grants policy should help the Authority co-ordinate its Members provide comments to help improve the draft policy statement.

## **7. Recommendation**

7.1 That Members approve the strategic grants policy.

Denbighshire County Council

# Grants to Community and Voluntary Groups

2002

DRAFT

Produced by Denbighshire County Council  
and the Denbighshire Voluntary Sector Liaison Group

## Strategic Grants Policy for the Voluntary and Community Sectors

### 1. Coverage

1.1 **Definition.** For the purpose of this paper grants are taken to mean any allocation of money given to a Community or Voluntary Sector organisation by the Council, either from its own funding sources or when it acts as an agent for another body; e.g. European Union, National Assembly.

1.2 For awards which are made by Partnerships on which Denbighshire County Council acts as the administrator, the grant making would be governed by the arrangements as agreed for those partnerships. However, it would be expected that these partnerships would adhere to several of the key features of this policy statement; e.g.

- The general policy statement as detailed in Section 2 below
- The Authority's strategic and operational principles in section 3
- The making of awards in accordance with published criteria of the funding body
- Appropriate documentation requirements
- Assessment procedures
- Monitoring arrangements.
- Publicity requirements both pre and post commencement dates

1.3 For the aims of this strategic policy to be effective the Council will no longer consider awards in kind as exceptions to its grant making policy. All discounted rent arrangements, for example, currently provided to Community and Voluntary Sector Organisations will in future, therefore, be designated as grants under the Authority's Community and Voluntary Sector grants' policy. **(NB there may be other services to be identified under this heading)**

### 2. Policy for funding the Community and Voluntary Sectors

2.1 The Council is committed to providing grants which encourage the Community and Voluntary Sector to apply for grants which are either made from DCC funding or where DCC acts as agent for European or Assembly grants.

2.2 It is further committed to ensuring that the Community and Voluntary Sector as a whole is both sustained and developed by its grant making strategy for the following reasons:

- To assist with the regeneration of Denbighshire
- To assist the Community and Voluntary Sector play a full role in the Community Strategy
- To sustain a mixed economy of providers
- To enable the Council to provide services from the best available expertise and to secure Best Value
- To promote independent advocacy for customers/clients.
- To promote the social economy
- To encourage, sustain and promote volunteering
- To meet currently unmet needs through supporting community and voluntary activity

2.3 For these reasons the Council is committed in any grant making to ensure that there is equity and consistency in its approach.

2.4 The Council will only grant award to organisations which can provide evidence on the capacity to deliver measurable outputs required and can sustain their objectives within the reasons the grant has been sought.

2.5 The Council will have due regard to both the size of grant being sought and the nature of the organisation in determining the evidence it will require. A guideline to its approach is provided below.

### **3. Principles for Awarding of Grants**

#### **3.1 Strategic principles**

Denbighshire County Council's grant making will be governed by:

- A.** Its strategic and corporate priorities as presented in the front of this document - which may vary from time to time.
- B.** Its policy framework including its statutory responsibilities.
- C.** Such arrangements that are compatible with its new power to secure the Social, Economic and Environmental Well - Being of the citizens of the area.

#### **3.2 Operational principles**

##### **A. We will annually consult on Policy and Budget Guidelines with the Community and Voluntary Sector.**

The Council's overall strategic objectives will be annually published in July of each year both in Authority's Corporate Plan and in the guidelines for preparation of the budget. The Community and Voluntary Sector through the Voluntary Sector Liaison Group will be consulted on these guidelines prior to them being formalised

##### **B. Funding patterns to follow policy priorities**

The Council will from time to time develop specific policy and funding emphases in accordance with its overall objectives. Its pattern of Grant Making may therefore vary from year to year both in terms of the types of activity being targeted and the funding levels being awarded. Where such changes result in a reduction in funding to those organisations which receive funding for 3 years, then the Service Level Agreement (SLA) will be renegotiated to reduce the agreed outputs commensurate with the reduction in funding.

- Partnership and Assembly grants will have their own criteria which will only be marginally influenced by the Council's strategic priorities as adopted from time to time.

### **C. The Council will seek long term relationships with organisations**

While the Council will adopt a flexible approach to its grant making to reflect its strategic policy emphases and the policy statement outlined in section 2, it recognises that some of its relationships with certain organisations are longer term. With such organisations the Council will seek a maximum of a three year commitment to funding with the exact level of funding to be annually set in accordance with the Council's strategic priorities. At the end of this period organisations must submit a further application and be assessed according to the process outline in section 4.

### **D. All applications to be assessed against published criteria**

The Council will require that all applications for grants will be evaluated according to the general and strategic principles listed above. For this purpose the Council will devise a standard evaluation matrix which will be available to organisations. Any revision to this matrix will be published and made available to the Community and Voluntary Sector. This matrix is set out in section 4 below.

**NB.** Where the Council has entered into a 3 year commitment with an organisation to fund specified activities, there will be no requirement to complete annually a further application. The monitoring system agreed with the organisation and performance reports will be the basis for determining whether the agreement should continue.

### **E. The Council will seek to assist new organisations**

Whilst the Council will in general fund established organisations, it will, nevertheless, also be prepared to award grants to new organisations in order to help develop the Community and Voluntary Sector or meet currently unmet needs. For these organisations particularly, the Council will accept the risk where there is clear satisfactory evidence that the organisation concerned will fulfil the objectives of the grant funded project.

### **F. Publication of an annual Statement**

The Council will publish annually a statement of its funding to the Community and Voluntary Sector

## **4. Grant approval process**

4.1 The Council grants approval system will proceed via a standard 6 stage process. This will comprise.

- **Stage One** - Advertising of grant
- **Stage Two** - Applications to Departments addressed to the designated officer.
- **Stage Three** - Initial assessment by Department to sift the Grant applications



At this stage the Grant will be assessed against the following:

- The requirement of a formal submission form
- The grant criteria
- Willingness to meet formal agreement rules (i.e. SLA where appropriate) and grant monitoring requirement including evidence of capacity to meet the measurable performance requirements.
- Evidence of willingness and capacity to comply with the relevant Council policies including Integrated Equal Opportunities, race equality and partnership working
- The supply of relevant documentation:
  - Verified statement of Accounts
  - Memorandum of Association/ constitution document or agreed terms of reference.
  - Evidence of all sources of funding.
  - Evidence of all current applications for funding

4.2 If the grant application meets the above it will then be passed through for formal assessment for approval/rejection.. **Those organisations which do not meet these initial tests will be informed at this stage that their application has been rejected**

**NB.** Details on all organisations who have applied and the reason they have been disqualified will be forwarded to the formal assessment team.

4.3 See also 3.6 above for how grant agreements for three years will be treated.

- **Stage Four** - Formal Assessment against the Authority’s Grant funding strategy. This will be carried out by a designated multi departmental team of officers to evaluate the grant applications in accordance with the following evaluation matrix.

**NB.** All grants applications will be assessed within their grant category and prioritised according to the score they receive. Priority then will be matched against the available funding for that grant. This means that social service grants, for example, will be considered together and so on. There will therefore be no attempt to prioritise between grant areas other than in exceptional circumstances.

<b>Item</b>	<b>Assessment</b>	<b>Score*</b>
How does the grant help the Authority to deliver on its strategic and corporate priorities including statutory responsibilities?		
How will the award sustain and develop the community and voluntary sector?		
<b>Total</b>		

\* For a grant to be awarded it must reach a minimum score of 60 out of 100.

In answering the above questions the assessors will bear the following in mind.

- Does the grant meet a current gap in statutory service provision?
  - Does the grant help to deliver the Council's strategic goals?
  - Will the grant produce a duplication in provision?
  - Is it a first time application for funding for this purpose?
  - The importance of the grant to any agreed Council Community Strategy objective.
  - The organisation's commitment to partnership working.
  - The organisation's commitment to Welsh Language and Culture.
  - Could the grant be used for match funding?
- **Stage Five** Applications approved by Cabinet or per the agreed scheme of delegation.
  - **Stage Six** Applicants to be responded to informing of the Authority's decision.

## 5. Policy Regarding Monitoring

All grant awards will be monitored. Evidence will be required from grant receiving organisations on how the grant will be used and the outputs which are intended

The Council will for grants awards above (£10k) require an SLA agreement to be agreed as part of the condition of the award. The SLA documentation is included in the relevant section of this handbook. The periodic monitoring will be stated in the agreement.

For grants under (10k) and for new organisations the Authority will agree with the organisation concerned how the grant is to be monitored. As a minimum

The Authority will require:

- A statement of intended outputs
- A requirement to collect relevant output data and for these to be available on any monitoring visit.

NB: Although SLA's are not mandatory for grants under £10k they may be adopted in specific instances.

## 6. Denbighshire's policy and budget Setting Timetable

6.1 Denbighshire will adhere to a timetable in determining its budget allocations. It is reproduced here so the Community and Voluntary Sector will know the crucial stages of its policy and budget setting processes in some cases

DCC policy and Priorities Review -	April - June
Guidelines for Setting Budgets	July
Preparation of Budget proposals	August - December

Budget Proposals to Cabinet  
Budget Proposals to Council

Dec/January  
Jan/Feb

**DRAFT**

## **Appendix 1**

### **Denbighshire's Strategic Policy Statement**

#### **Mission Statement**

**Sir Ddinbych yma I chi - gyda'n gilydd, fe gyflawnyn**  
**Denbighshire: Here for you - together, we will deliver**

#### **Priorities**

##### **A. We will focus on our customers and strive to meet their needs in particular for effective basic services**

- We will establish a fully bilingual system to provide customers with a single contact point for the delivery of all services either face to face, via the telephone or electronically via the web site. Target 40% of all Council transactions by April 2004, 80% by 2005.
- We will be an open Authority, listening to customers needs and providing responsive service delivery. Target: area partnerships successfully operating, community strategy to be in place by March 2004.
- We will significantly improve our performance in key services by March 2004: benefits, SEN statements, assessments of children in need.

##### **B. We will maximise resources for Denbighshire and use them wisely**

- Maximise resources from European and other funding sources: up to £10 million from bid- based funding for each year of Objective One.
- Maximise opportunities to generate revenue income through fees and charges to provide funding for service improvements, eg. Charging for toilets to increase the number of sustainable service outlets and improve service quality.
- We will identify savings to fund improvement services.
- Generate £3 million a year capital receipts
- Gradually build reserves to £3 million by March 2005
- Stimulate the local economy by supporting an integrated procurement policy, eg. Joint ventures

##### **C. We will invest in our elected members and staff**

- Increase budget for staff training and member training by at least 50% over 2002-03 levels
- Implement measures to improve recruitment and retention of key staff e.g. Social workers by April 2003

- Gradually remove restrictions on mileage and subsistence allowances, with separate mileage allowance for training abolished from 1 April 2003
- Gradually remove restrictions on mileage and subsistence allowances, with separate mileage allowance for training abolished from 1 April 2003
- Implement measures to recruit more young people from Denbighshire by April 2004, and reduce expenditure on agency staff to £1 m by October 2003 and £800 k by October 2004.
- Implement single status by 2004/05.
- By April 2004, introduce a system of appointments to grades rather than jobs- to create a more flexible workforce.

#### **D. We will improve the image of Denbighshire**

- Prioritise spending in 2003-04 and later years on services which improve the look of the area:  
Public conveniences  
Street cleansing  
Replacement of all signs referring to abolished councils by March 2005  
Removing visible signs of dereliction and deprivation
- Implement extension of registration scheme for Houses of Multiple Occupancy
- No ward in Denbighshire to be in the top 20 of the Welsh Index of Multiple Deprivation by 2007, with none in the top 50 by 2012.
- We will seek to enhance the profile of tourism within Denbighshire and actively seek to attract more visitors to the area. The County will also adopt a more visible presence at Llangollen International Eisteddfod and in other venues/facilities from 2003 onwards.

DENBIGHSHIRE COUNTY COUNCIL GRANTS TIMETABLE

THIS TABLE RECORDS THE CURRENT POSITION WITH REGARD TO FUNDING PERIODS. EACH GRANT WILL NEED TO BE LOOKED AT TO DETERMINE WHETHER IT CAN COMPLY WITH THE GENERAL AIM TO MOVE TO A 3 YEAR FUNDING PERIOD.

	Period of grant 1 year, 2 year, 3 year	Date or month in which application form should be received	Date or month in which application will be considered by Cabinet	Date or month in which applicants will be informed formally	Contact Officer for Grants Name and Telephone No.	Partnership involvement
<b>Corporate</b>						
Corporate Grant to						
A Citizens Advice Bureau	Three year grant period	September	January	January	Rick Abbas 01824 706619	✓
B. Denbighshire Voluntary Services Council	Three year grant period	September	January	January	Steve Hatton 01824 706146	
Welsh Church Acts Fund	These are one off grants for small amounts	Ongoing	Ongoing	Ongoing	Eryl Davies 01824 706147	✗
Strategic Health Alliance	One Year. These are small grants to support projects	No formal tendering process	Not applicable	Decision made at Health Alliance Meeting	Delyth Wyn Jones 01824 706191	✓

	Period of grant 1 year, 2 year, 3 year	Date or month in which application form should be received	Date or month in which application will be considered by Cabinet	Date or month in which applicants will be informed formally	Contact Officer for Grants Name and Telephone No.	Partnership involvement
<b>Economic Development</b>						
Key fund	Normally one year. In some cases extended. Fund renewed until May 2003.	On going	On going	On going	Ray Large 01824 708092	✓
SDS	1 Year	July	September	September	Hawys Lebbon 01824 708095	✗
DUNE	Normally one year, in some cases extended	On going	On going	On going	Ray Large 01824 708092	✓
Objective One						
ESF-Training (European Social Fund)	One year, possibly two	On going	On going	On going	Kevin Edwards 01824 708087	✓
ERDF (European Regional Development Fund)	Three year maximum	On going	On going	On going	Kevin Edwards 01824 708087	✓
EAGGF (European Agricultural Guarantee and Guidance Fund)	Three Year Maximum	On Going	On Going	On Going	Kevin Edwards 01824 708087	✓

	Period of grant 1 year, 2 year, 3 year	Date or month in which application form should be received	Date or month in which application will be considered by Cabinet	Date or month in which applicants will be informed formally	Contact Officer for Grants Name and Telephone No.	Partnership involvement
<b>Life Long Learning</b>						
Grants to Youth Groups	One Year	Within current financial year	Not Applicable	Following approval	David Saunders 01824 708211	✓



	Period of grant 1 year, 2 year, 3 year	Date or month in which application form should be received	Date or month in which application will be considered by Cabinet	Date or month in which applicants will be informed formally	Contact Officer for Grants Name and Telephone No.	Partnership involvement
<b>Social Services</b>						
Sure Start	<u>Sure Start</u>  One Year	<u>Sure Start</u>  September	<u>Sure Start</u>  Grant is considered by Sure Start Management Committee and sent to Welsh Assembly Government for approval	<u>Sure Start</u>  Assembly decision prior to the start of the financial year (i.e. apply by September and decision before following April)	<u>Sure Start</u>  Christine Jones 01824 706556	<u>Sure Start</u>  Applications considered by Sure Start Management Committee
Carers Special Grant	<u>Carers Special Grant</u>  One Year	<u>Carers Special Grant</u>  January	<u>Carers Special Grant</u>  Jan/Feb	<u>Carers Special Grant</u>  Following Assembly approval of the Carers Grant Plan	<u>Carers Special Grant</u>  Sheila Lyons 01824 706635	<u>Carers Special Grant</u>  Applications considered by the Denbighshire Carers Strategy Group
General Grant Funding	<u>General Grant Funding</u>  Up to Three Years	<u>General Grant Funding</u>  October	<u>General Grant Funding</u>  February	<u>General Grant Funding</u>	<u>General Grant Funding</u>  Quality Assurance Section	<u>General Grant Funding</u>  May fund with other LA's or Health

	Period of grant 1 year, 2 year, 3 year	Date or month in which application form should be received	Date or month in which application will be considered by Cabinet	Date or month in which applicants will be informed formally	Contact Officer for Grants Name and Telephone No.	Partnership involvement
					01824 706629	
	Period of grant 1 year, 2 year, 3 year	Date or month in which application should be received	Date or month which application will be considered by Cabinet	Date or month which applicants will be informed formally	Contact Officer for Grants. Name and Telephone No.	Partnership involvement
<b>Housing</b>						
Housing Advice and Assistance Grant	One year ( This could be extended to three years given a more formal assessment )	September	To Voluntary Organisations - Not through Cabinet	N/A	Paul Quirk 01824 708461	
Grants to Tenants Associations	One Year	December	Not through Cabinet	N/A	Paul Quirk 01824 708461	

## Section 2

### Grants

#### Grants Summary

Grant fund.

Type of Grant	Basic Purpose and essential criteria	Core strategy strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Current form of agreement. SLA etc.	Page No.
<b>Corporate</b>						
Advice, Information and Advocacy Strategy			Subject to negotiation Currently CAB receives £110k to fund both North and South	Revenue	SLA	
Voluntary Sector Co-ordination			Subject to negotiation Currently DVSC receives £4k annual grant plus £10k of PIG moneys. It is also funded from the Social Services General	Revenue	No SLA Activities the PIG moneys sustain is detailed in the PIG document.	
Welsh Church Acts Fund	Educational purposes, appreciation of arts and literature in Wales, The Relief of Poverty, The Advancement of Religion, Relief in Sickness, Elderly Persons, Social and	Covers the whole range of Council Corporate Policies	£6,000  £375 maximum grant awarded	Revenue	Applications subject to consultation with appropriate County Council Departments and the Welsh Office Model Scheme.	

Recreational Activity, Aesthetic, Architectural, Historical and Scientific Matters, Medical and Social Research, Probation, People who are Blind or Visually Impaired, Emergencies or Disasters and other Charitable Organisations.					
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Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Current form of agreement. SLA etc.	Page No.
Strategic Health Alliance	To meet the criteria set by the Local Health Alliance which are linked back to criteria set by the Assembly	Health Promotion Strategy  Health and Well Being Strategy  Social Inclusion Strategy	Year One £28,000  Year Two £25,000  Year Three £22,000  Year Four £15,000  Year Five No Funding	Revenue	SLA	

Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Current form of agreement. SLA etc.	Page No.
<b>Economic Development</b>			1.2 billion			
Key Fund Is split into 2 elements Community and Urban	<p>The purpose of the grant is for projects that will encourage participation of local people in activities that improve their local social and economic circumstances.</p> <p>To reach the required criteria the application must be Organisation Specific, Project Specific and have Eligible Costs.</p> <p>Applicable to voluntary organisations and Town and Community Councils.</p>		<p>There is no maximum grant but grant available is scaled depending on type and output of projects:</p> <p>Objective One Priority 3 area projects are entitled up to and including 100% or 75% of eligible costs and Objective One Priority 5 area projects are entitled up to and including 90%, 75% and 50% of eligible costs.</p>	<p>Revenue and Capital</p> <p>NB Capital Funding for the Key Fund has been established with financial assistance from the European Objective 1 programme and the National Assembly for Wales.</p>	No form of SLA	
SDS	The SDS Grant is for the purpose of providing financial assistance to Community Councils and Voluntary Groups towards projects which enjoy widespread community backing and which	<p>Community Strategy</p> <p>Social Inclusion Strategy</p>	There is no maximum grant but the total funds available for allocation in 2002/3 are £57,000	Revenue as well as capital.	No form of SLA	

	will support economic or social regeneration or improve the					
Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Current form of agreement. SLA etc.	Page No.
	<p>environment in Denbighshire. To determine an application the project must lever in additional funding, must not be reliant upon ongoing revenue support over a number of years and must not require an unduly large proportion of the available budget.</p> <p>Basic requirements from the applying organisation are a completed application form and evidence of community support.</p>					

Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Form of agreement. SLA etc.	Page No.
<b>Objective One</b>						
DUNE  Denbighshire Unique Natural Environment	The purpose of the grant is for projects which enhance the natural environment in the coastal and riverine areas of Denbighshire. To determine an application the project must be Organisation Specific, Project Specific and have Eligible Costs.	Agenda 21	There is no maximum grant but funding of projects from the DUNE Project Fund is 65% of eligible costs.	Capital funding the DUNE fund has been established with financial assistance from Denbighshire County Council, the European Objective 1 programme and the National Assembly for Wales.		



Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Form of agreement. SLA etc.	Page No.
<b>Life Long Learning</b>						
Grants to Youth Groups	Premises and equipment	Extended Entitlement  CYP Framework	£10K	Both	SLA - 3 years annual application	

Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Form of agreement. SLA etc.	Page No.
<b>Social Services</b>						
Sure Start	Funds services aimed at children 0-4 years and their families	The objectives of the scheme are: Improving social and emotional development, improving health, improving the ability to learn, strengthening families and communities, Increasing productivity to operations.	£337,053 for 2002/3.  Indication that no additional funding for new projects for 2003/4. Situation may change with the establishment of Cymorth.  Contact Christine Jones for details.		SLA	

Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Form of agreement. SLA etc.	
		<p>Funding is targeted at services provided in Rhyl, Rhyl East, South West Rhyl, Upper Denbigh, Bodelwyddan (accessible to St Asaph and Rural, Meliden, Corwen and Rural, Ruthin and Rural, Llangollen and Rural)</p> <p>Plans to encompass into single grant fund called Cymorth which will offer funding for services for children and young people aged 0-25.</p>				

Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Form of agreement e.g. SLA etc.	
Carers Special Grant	Breaks for carers services under the Carers and Disabled Children Act	3 year grant programme. Possible 4th year (2003/04). Applications must be: for breaks services or carers services, be based on consultation with carers and/or other evidence of local need, be consistent with the Denbighshire Carers Strategy.	£169,858 for 2002/03	Revenue	SLA	

Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Form of agreement. e.g. SLA etc.	
Grants to Voluntary Organisations	Funding for services that deliver or promote the aims and objectives of Denbighshire Social Services	Funding for organisations and schemes that meet the strategic aims and objectives of social services, support a social services function, offer a quality service that is cost effective and meets a gap in service provision.	£570,416 for 2002/03	Both	SLA	

Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Form of agreement. SLA etc.	Page No.
<b>Housing</b>						
Housing Advice and Assistance Grants	<u>Housing Advice and Assistance Grants</u>  Provision of advice and assistance on housing matters to vulnerable groups including: Advice and support to Single Homeless and Roofless People, Advice and Housing Support to Victims of Domestic Abuse, advice and assistance on prevention of homelessness, advice and assistance on private sector housing issues.		Rhyl Women's Aid £21,000.  Glyndwr Women's Aid £31,000.  Shelter Cymru £28,800  NACRO Night Shelter £12,750  Total £94,550	Grants are from Revenue. Budget is currently £100,000 per annum.	None at present. Will be introduced in September 2002.	

Type of Grant	Basic Purpose and essential criteria	Core strategy and Service Strategy	Maximum funding available	Capital/ Revenue or both available	Form of agreement. SLA etc.	Page No
Grants to Tenants Associations	Grants to the Denbighshire Tenants and Residents Federation (DTARF) and to area Tenants Associations throughout Denbighshire to assist with admin. costs, travelling expenses, training etc. In accordance with the Tenants Compact.		DTARF £1,500  Associations (13) £2,308  Total £3,808	Revenue	Grants conditions in Tenants Compact include requirements to be open to all residents, to hold AGM, to appoint officers and to keep accounts	

Summary

<b>Name of Grant</b>	<b>Funding Available</b>	<b>DCC Grant</b>	<b>Assembly Grant</b>	<b>Partnership Grant</b>
Corporate Grants:				
A. Citizens Advice Bureau	£110k	✓		
B. Denbighshire Voluntary services	£4k Corp £10k PIG Moneys	✓		
Welsh Church Acts Fund	£6k	✓		
Strategic Health Alliance	£90k			✓
Objective One (ERDF, ESF, EAGGF)	£1.2 bn total moneys for programme.			✓
DUNE	£360k (ERDF)			✓
Key Fund:	£54 for 2002/3 (will increase to £111k for 2003/4)			✓
Community Priority 3	£587k (ERDF)			
Rural	£435k (ERDF)			
SDS	£k	✓		
Grants to Youth Groups	£10k			✓
Sure Start	£337k		✓	
Carers Special Grant	£170k		✓	
General Grant Funding	£570.4k	✓		
Housing Advice and Assistance	£94.5k			✓
Grants to Tenants Associations	£3.8k			✓

Please note that this list is not exhaustive and there are possibly more grants available in the County. Every effort has been made to obtain as much information as possible from each department within the Authority.



## REPORT TO CABINET

AGENDA ITEM NO: 11 [CABINET 2002 177]

Report by: Leader

Date: 29 October 2002

SUBJECT: LINKS WITH AUTONOMOUS PROVINCE OF BOZEN-SÜDTIROL/  
BOLZANO-ALTO ADIGE

### Decision sought

1.1 Approval to pursue development of links with this autonomous province in Italy, as set out in [appendix 1](#).

### Reasons for seeking decision

2.1 Following the Cabinet's decision on 16 July that we should explore links with the province, the Leader of Conwy County Borough Council and I together with Conwy's Lead Member for Economic Development and the respective Chief Executives and economic development officers, visited Bolzano from 9 to 12 October. During the visit, we visited or had meetings with:

- Provincial Office dealing with European Structural Funds
- Deputy Mayor of the Town of Bolzano
- Chamber of Commerce
- Handicrafts Association
- Indexport, the main company that advises exporters in the province
- Rimbl & Partners, a major firm of business consultants dealing with multinational firms
- Farmers' Union
- Provincial Department for Italian School Affairs
- Free University of Bolzano, Faculty of Agricultural Economics
- European Academy
- Centro Trevi The Arts and Multimedia Centre of the Italian Department for Cultural Affairs, Life Long Learning, Promotion of Bilingualism and Foreign Languages
- New Theatre of Bolzano
- apple growers' co-operative.

Cabinet's approval is sought to undertake follow up work arising from the visit, including development of the ideas that are identified in appendix 1.

2.2 Over time, transnational co-operation will be an increasingly important element of our strategy for tapping into European funds. The enlargement of the EU means that the current level of funding for Denbighshire from Objective 1 is unlikely to continue into the long term although we are hopeful that there will be some level of special support following the end of the present Objective 1 programme in 2006. We are thus starting work now on using other programmes, such as Interreg III, and developing projects under existing initiatives such as LEADER+. These also underpin our links with Västernorrland in Sweden and counties in Ireland.

2.3 We received a genuinely warm welcome from everyone we met, and there was enthusiasm to work together in a number of areas. I believe that an early positive response from the Cabinet, and from Conwy, will demonstrate that we are serious about working with this prosperous part of Italy, for the benefit of our respective areas.

### Cost implications

3.1 The cost of the visit was £2,100 (of which flights and other travel were £920 and accommodation was £720) has been met from the budget allocation of £20k for international links. The proposed activities will be developed using existing resources, including the budget for international links, and by seeking funding from European sources such as the Leonardo programme, Interreg III and LEADER+.

### **Financial controller's statement**

4.1 Costs resulting from the proposals contained within the report will need to be contained within the existing budget provision together with any further funding obtained from external sources.

### **Consultation**

5.1 None.

### **Implications on other policy areas including corporate**

6.1 International links help to build and promote Denbighshire's image, and can have impacts in many policy areas as existing international links demonstrate.

### **Recommendation**

7.1 That Cabinet supports the development of links with the autonomous province as set out in appendix 1.

## **Appendix 1 - proposed links to be developed**

### **General**

- officer exchanges under the Leonardo programme to develop projects in depth

### **Economic, agriculture and tourism**

- an article on Conwy and Denbighshire in the business supplement of Dolomiten, the main German-language newspaper
- a seminar on Conwy and Denbighshire to be arranged by the Chamber of Commerce, with the hope of subsequently undertaking a "trade mission"
- exchange of young farmers for language and agricultural training. Involvement by Coleg Llysfasi will be sought
- encourage links between Coleg Llysfasi, University of Bangor and Department of Agricultural Economics in University of Bolzano
- projects on diversification and agri-tourism

### **Lifelong Learning**

- Südtirol to work up framework document on school exchanges and joint work on research about teaching in bilingual schools
- develop existing programme of visits at school level from Bolzano to Wales into two way exchanges
- possible project on e-learning in rural communities

### **Culture**

- exchange of exhibitions by local artists, using various exhibition spaces in the two regions
- exchange programme for craft workers

CABINET MEMBER: Councillor E Williams, Leader

DATE: 29th October 2002

SUBJECT: Joint Review Position Statement

**1. DECISION SOUGHT**

That members agree to the establishment of a Task & Finish Group, comprising the Cabinet and members of Personal Services Scrutiny Committee, to consider the final draft of the Joint Review Position Statement. It is also proposed that final agreement of the submitted version be delegated to the Corporate Director of Personal Services.

**2. REASON FOR SEEKING DECISION**

2.1 The Position Statement for the Joint Review is in advanced draft and has to be submitted to the Joint Review Team by **11 November 2002**. Translation and textual amendments are underway.

2.2 A group of elected members, comprising the Leader, Lead Members for Health and Wellbeing, Social Inclusion and Finance, the Chair of Personal Services Scrutiny, plus the Chief Executive and Social Services officers have met regularly during 2002 to contribute to preparatory work and consider draft material.

2.3 The stage has now been reached, however, where a wider group needs to consider the draft and understand the key messages in the document. Given that the Joint Review Team will expect to interview Lead and Scrutiny Members, it is proposed to hold one joint meeting to enable this. It is a lengthy document and a specific meeting will enable focussed consideration of the main issues.

**3. COST IMPLICATIONS**

3.1 There are no cost implications arising from this report.

**4. FINANCIAL CONTROLLER STATEMENT**

4.1 Whilst the creation of the Task and Finish Group has no financial implications, any actions arising from the final report and subsequent review will need to be incorporated into the budgeting process for next and future years.

**5. CONSULTATION CARRIED OUT**

5.1 This proposal has been put forward by the Joint Review Elected Members Group - see (2) above. The Position Statement itself has also been subject to consultation with partner agencies, particularly Health, with input also from the voluntary sector and user/carer representatives.

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

6.1 The Joint Review examines how the Authority as a whole provides and supports Social Services and, as such, it touches on virtually all aspects of the Council's functions.

**7. RECOMMENDATION**

7.1 That Cabinet agrees the establishment of a Task & Finish Group as set out in 1.1 above.

7.2 Final agreement of the submitted version is delegated to the Corporate Director of Personal Services.