

CABINET

[CABINET 2002 - 182]

Minutes of the Cabinet meeting held in the Town Hall, Denbigh on Tuesday 26 November 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; 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, I M German, D M Holder, R E Jones, R J R Jones, P O Williams.

ALSO PRESENT

Chief Executive; Financial Controller and the County Clerk.

APOLOGIES

Councillor J A Smith, Lead Member for Social Inclusion and Deputy Chief Executive / Corporate Director of Resources

ANNOUNCEMENT

Councillor G M Kensler, Deputy Leader welcomed pupils from some of the local high schools, along with Mr J Weston from District Audit.

Councillor R W Hughes informed Members that Bryony Taylor, a pupil at Prestatyn High School, had been a finalist in the Young Enterprise Achiever category of the Welsh Woman of the Year Awards as a result of working on a project on a classroom based business, Juice Magazine, at school. Members agreed a letter of congratulations be sent to Bryony.

1 URGENT MATTERS

The 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- [i] Part I ~ Item 5 Housing Rents Setting: Item withdrawn.
- [ii] Part I ~ Item 11 Managing School Places: Additional report.
- [iii] Part II ~ Item 13 Verbal Update on Ysgol Plas Brondyffryn by the Corporate Director: Lifelong Learning.

2 MINUTES OF THE CABINET [CABINET 2002 - 182]

The Minutes of the Cabinet meeting held on 26 October 2002 were submitted.

Item 3 Delegations to Cabinet Members: Phase II ~ Councillor E C Edwards informed Members of an e-mail received late the previous day from the Chief Executive regarding membership of the Agricultural Estates / Asset Management Committee and asked that Members defer agreement of paragraph 2 on page 1 of 8 and the first 8 paragraphs on page 2 of 8 until both he and the Chief Executive had an opportunity to discuss the e-mail. Councillor Edwards told Members that he accepted the minute was an accurate record of the previous

discussion. The Chief Executive confirmed his agreement to discuss the matter with Councillor Edwards and would copy the e-mail to Cabinet Members once the discussion had taken place. Following this, Members agreed that the Resolution was as recorded.

Item 14 Bodelwyddan Castle Grant ~ Councillor R W Hughes suggested that the Director of Bodelwyddan Castle, Dr K S Mason, be invited to a future meeting of the Cabinet to give a short presentation on the work of the Trust. Councillor Hughes also invited the Cabinet to meet at Bodelwyddan Castle.

Members agreed that a future meeting of the Cabinet be held at Bodelwyddan Castle and that Dr K S Mason, Director be invited to give a presentation to Cabinet.

RESOLVED that subject to the above the Minutes of the Cabinet meeting held on 26 October 2002 be approved as a correct record and signed by the Leader.

3 STRATEGIC PARTNERSHIP FOR HEALTH, SOCIAL CARE AND WELLBEING - TERMS OF REFERENCE [CABINET 2002 - 183]

Councillor P A Dobb presented the report seeking Members' approval of the Draft Terms of Reference for the Strategic Partnership Board for Health, Social Care and Wellbeing attached to the report.

Councillor E C Edwards voiced his support for the Strategic Partnership, in particular the penultimate paragraph on partnership working within the Terms of Reference and Membership on page 2 of 4.

RESOLVED that Cabinet approve the Terms of Reference for the Strategic Partnership Board for Health, Social Care and Wellbeing attached to the report.

4 CORPORATE POLICY ON THE SETTING OF FEES AND CHARGES [CABINET 2002 - 184]

The Chief Executive presented the report:

- [i] seeking Cabinet agreement of the Policy on the setting of fees and charges, as set out in Appendix 1 to the report.
- [ii] seeking Cabinet agreement to the delegation of further functions to individual Cabinet Members, as set out in Appendix 2 to the report.
- [iii] that Cabinet recommends to Council that the Policy should be adopted for all Fees and Charges.

The Chief Executive took the opportunity to thank the Deputy Chief Executive / Corporate Director: Resources for his work in producing the much needed, structured Policy document indicating that this was one important source of income over which the Authority had control. A consistent approach to fees and charging was, however, required. He went on to stress that the policy would fit with existing policies, such as antipoverty, but that in cases where rebates were granted the decision must set out the reasons for granting any rebate on charges or reasons why charges were not being levied.

Councillor E A Owens said she welcomed and supported the document but expressed concern regarding local rebates which would need detailed consideration to ensure commonality of charging. Detailed explanations would be required where no charges were being levied. Councillor Owens said it was hoped to present gross and net budgets in the near future.

Councillor P A Dobb said she was pleased with the consistency aspect of the report and suggested that in depth analyses of service costs were required before charging decisions could be made.

Members discussed Appendix 1 and agreed in paragraph 2.3 to delete “all” in the second line and replace with “relevant”. Members also agreed in the second line of paragraph 2.7 to add “and the reasons for them must be published” after “such decisions”.

RESOLVED that Cabinet:

- [i] agrees the Policy on the setting of Fees and Charges, as set out in Appendix 1, as amended above.
- [ii] delegates functions to individual Cabinet Members, as set out in Appendix 2.
- [iii] recommends to Council that the Policy should be adopted for all Fees and Charges.

5 HOUSING RENTS SETTING [CABINET 2002 - 185]

Item withdrawn.

6 APPROVAL OF SUPPLEMENTARY PLANNING GUIDANCE [CABINET 2002 - 186]

Councillor M A German presented the report seeking Members' approval of the Supplementary Planning Guidance Notes [SPGs] attached to the report for use in development control.

Councillor E C Edwards referred to the second note on para 6.8 on page 5 of SPG No 9 and suggested that “in the hands of an average owner/occupier” be included to safeguard farms from developers.

Councillor E W Williams said an application had to prove the farm was capable of sustaining 2 workers, therefore, the dwelling had to be for a farm worker.

The Principal Planning Officer reminded Members of the National Planning Guidance that a decision was based on the needs of the farm rather than number of residents.

The County Clerk suggested deferring SPG 9 to carry out further enquiries.

In reply to a query from Councillor G M Kensler, the Principal Planning Officer said the use of UPVC type-materials in conservation areas was covered in pages 6 and 8 of SPG 13.

After further discussion with the Chief Executive, County Clerk and Principal Planning Officer, Councillor E C Edwards withdrew his suggestion.

RESOLVED that Cabinet approve the Supplementary Planning Guidance notes attached to the report and recommend for adoption by Council.

7 REVENUE BUDGET 2002-2003 [CABINET 2002 - 187]

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. Councillor Owens also sought agreement to the implementation from 01.12.2002 of the Personal Services workforce strategy as previously agreed by Cabinet; and the implementation of minimum wage levels at the Pavilion theatre.

Councillor Owens detailed her concerns regarding overspending in the system for the next financial year and the degree of variance projected.

In detailing the budget, Councillor Owens said it was difficult to predict SEN requirements with a transient population. With regard to the transport increases she said she was reasonably confident that the overspend would be less than the stated figure. Councillor Owens said Personal Services continued to face considerable pressures with between £550k-£570k under

funding this year, and it was essential that their workforce strategy was implemented. It was also considered essential that the minimum wage levels at the Pavilion Theatre was met.

RESOLVED that Cabinet note the report and appendices and approve the strategies outlined in paragraphs 1.1 to 1.3 of the report.

8 **CAPITAL PLAN 2002-2003 - COMMUNITY PROJECTS BLOCK ALLOCATION** [CABINET 2002 - 188]

[Councillors E C Edwards [Item 1 / 6], W R Webb [Item 1 / 14] and E W Williams [1 / 11] declared an interest in the item.]

Councillor E A Owens presented the report seeking Cabinet approval to the recommendations made in respect of applications for capital funding submitted against the Community Projects Block Allocation as detailed in the Appendices to the report. Councillor Owens also expressed her thanks to the Resources Scrutiny for their recommendations and to the Principal Management Accountant for his work on all the applications.

Appendix 1 / 1 Approve.

Appendix 1 / 2 Approve on the basis that ENFYS support is unlikely.

Appendix 1 / 3 Accept Resources Scrutiny Committee recommendation to refer back to Community Council.

Appendix 1 / 4 Defer. Suggest Corwen Memorial Park Committee investigate ENFYS funding.

Appendix 1 / 5 Agree. Confirmed that bark surface is acceptable.

Appendix 1 / 6 Approve.

Appendix 1 / 7 Approve on the basis that ENFYS support is unlikely.

Appendix 1 / 8 Approve subject to planning permission being received.

Appendix 1 / 9 Defer until detailed information available.

Appendix 1 / 10 Refuse. Exceeds scheme maximum.

Appendix 1 / 11 Approve.

Appendix 1 / 12 Agree. Joint fund with potential Key Fund to a maximum £44,000 in 2003/04.

Appendix 1 / 13 Approve.

Appendix 1 / 14 Approve subject to clear contractual arrangements being put in place between Community Group and DCC.

Appendix 1 / 15 Defer pending consideration by Environment Scrutiny Committee.

Appendix 1 / 16 Reject Application.

Appendix 1 / 17 Agree subject to a lease period of more than 5 years being available to the CAB [Capital grant to be noted as additional to Revenue support over a 5 year period].

Appendix 1 / 18 Withdrawn. Resources Scrutiny Committee recommendation to finance from Strategic Development Scheme accepted.

RESOLVED that Cabinet supports the individual recommendations as set out above for each project in Appendices 1 / 1 to 1 / 18 attached to the report.

At this juncture (11.25 a.m) the meeting adjourned for 15 minutes to allow Members to participate in refreshments.

9 **PROJECTED BUDGET REQUIREMENT 2003-2004** [CABINET 2002 - 189]

Councillor E A Owens presented the report seeking Members' consideration of the likely budget requirement for the next financial year as detailed in the Appendices to the report. She said the Minister for Finance, Local Government and Communities, was due to announce the SSA information later in the week along with information on special grants.

Councillor W R Webb queried whether the Chief Executive 'Other Inflation' zero figure was correct. The Financial Controller agreed the figure would be checked.

With regard to Appendix 2, Councillor Owens discussed the two-stage approach to Members' Allowances. Councillor Owens said that whilst a sum had been incorporated for Carers

Allowance, no provision had been made at this time for any pension which could become payable to retiring Councillors.

Councillor E W Williams thanked Councillor Owens and the Resources Directorate for all their work on producing the budget papers.

RESOLVED that:

- [i] Members note the estimated standstill budget requirement for the next financial year as detailed in Appendix 1.
- [ii] Members request Scrutiny Committees during December to prioritise the bids for additional funding as detailed in Appendix 2.

10 WINTER MAINTENANCE SNOW CLEARING / GRITTING TENDERS 2002/06 [CABINET 2002 - 190]

Councillor M A German presented the report seeking Cabinet's approval to accept tenders from private contractors for snow ploughing and gritting services after the official closure date for acceptance of such tenders, as an exception to paragraph 12 of the County Council's Contract Standing Orders.

The Head of Highways and Transportation invited all Members to an open evening at 7.00 p.m. at Caledfryn, Denbigh on 4 December on Winter Maintenance.

RESOLVED that Cabinet authorise the Head of Highways and Transportation to accept late tenders for snow ploughing and gritting services as an exception to the tender acceptance procedures contained within the Council's Contract Standing Orders, in order to ensure that supporting private sector winter maintenance services are available on a County-wide basis.

11 URGENT ITEMS

MANAGING SCHOOL PLACES [CABINET 2002 - 191]

Councillor R W Hughes presented the report seeking Cabinet's agreement to the criteria for carrying out an option analysis on Managing School Places. Members were also asked to consider the extra resources required to undertake the next stage of the review. Councillor Hughes stressed the need for maximising educational achievements and said that rural schools were of particular importance to the community.

Councillor W R Webb agreed there was a need to consider school places but expressed his concern that the Lifelong Learning Scrutiny had not considered the report. The Corporate Director: Lifelong Learning said the Scrutiny Committee had been involved in the original Task and Finish Group and would consider the report the following day. The Director agreed to inform Members of the views of Scrutiny Committee.

In answer to a question from Councillor P O Williams, Councillor Hughes said that funding for 2 project officer posts had been included in the bids for 2003-04.

RESOLVED that Cabinet agree the criteria for carrying out an option analysis and agree the level of resources required for the task.

QUESTION AND ANSWER SESSION

Question from Councillor R E Jones: "How near is the Authority to meeting its target figure of 100 for the attendance of members of the public at meetings of the Cabinet 2002-2003? [At a recent Resources Scrutiny Panel we were informed that the figure for the first half of the year was 37.]"

Councillor R E Jones commented on the unsuitability of the Assembly Rooms at the Town Hall, Ruthin for meetings of the Cabinet and indeed any other committees. Reports to Cabinet and their recommendations are clear and concise, therefore the Press do not need to attend. Councillor Jones suggested a PA system was required for such venues or better accommodation should be found.

Councillor E W Williams said that to date 52 had attended Cabinet. A further 30 members of the public had attended the open evening on local democracy, bringing the total of both attendances to 82. The Press were always given notice of Cabinet meetings but it was a matter for them whether they reported or attended our meetings. With regard to venues for Cabinet meetings, he reminded Members that all Councillors had been asked to suggest venues for Cabinet and to date only two suggestions had been received. Councillor Williams took the opportunity to thank Councillor Jones for his question, the only question received to date.

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 1 and 9 of Part 1 of Schedule 12A of the Local Government Act 1972.

12 CURRICULUM SUPPORT SERVICE [CABINET 2002 - 192]

Councillor R W Hughes presented the report seeking to endorse the Authority's position in maintaining partnership arrangements with Flintshire and Conwy in new arrangements for the provision of specialist school improvement support service in Denbighshire, subject to additional funding being provided as part of the 2003-2004 budget; and to recommend that such partnership arrangements are subject to a formal agreement between Denbighshire, Flintshire and Conwy.

Members discussed in detail the withdrawal of Wrexham from the partnership arrangements. Councillor Hughes stressed that 97% of teaching staff were happy with the current arrangements.

Members agreed that it was important to ensure the equality of the voting strength of the partners and the need to have a formal agreement with Conwy and Flintshire.

RESOLVED to:

- [i] endorse the Authority's position in maintaining partnership arrangements with Flintshire and Conwy in new arrangements for the provision of specialist school improvement support service in Denbighshire, subject to additional funding being provided as part of the 2003-2004 budget.
- [ii] recommend that such partnership arrangements are subject to a formal agreement between Denbighshire, Flintshire and Conwy.

13 YSGOL PLAS BRONDYFFRYN [CABINET 2002 - 193]

The Corporate Director: Lifelong Learning updated Members on the situation with regard to the school and said an announcement was expected from the National Assembly shortly.

The meeting concluded at 12.30 p.m.

REPORT TO CABINET

CABINET MEMBER: Councillor David Morris, Lead Member for Communications

DATE: 17 December 2002

SUBJECT: BEST VALUE REVIEW OF PERSONNEL SERVICES

1. DECISION SOUGHT

A Best Value Review of Personnel Services within the Authority is underway with a staged review in January 2003 and inspection before April 2003. Cabinet is asked to consider and decide upon a range of service delivery options for further investigation by the Service Review team.

2. REASON FOR SEEKING DECISION

2.1. The review for Personnel Services covers both the centralised and devolved personnel function with the exception of the service provided to schools under 'Fair Funding'. It is excluded from the review since it is currently undergoing the re-rendering process.

2.2. The report has been structured to consider the four key elements of service delivery, namely:

☞ Front-line Personnel Services (i.e. Corporate Policies, Pay and Conditions of Service, Recruitment and Retention, Employee Relations, Organisational Development, Equal Opportunities, Absence Management)

☞ Training and Development

☞ Occupational Health

☞ Health & Safety

on an individual basis.

Background information on the services currently provided and the existing organisational structures are included in Appendix 2.

2.3. The team have identified a number of alternative service delivery options which are available for individual services. A desk top exercise has been undertaken to identify the advantages and disadvantages of each option but in-depth research has not been undertaken as to the viability or otherwise of the options at this stage.

Such research would be time consuming and expensive and guidance is required from cabinet as to which options should be researched further. The Review Team have identified which options they believe should be researched and these are considered in detail in Appendix 1, along with all other options which were considered.

A summary of the options considered in Appendix 1 are as follows:-

OPTIONS		RECOMMENDATION			
		Personnel Services	Tr & Dev	Occ Health	Health & Safety
1	Retain current organisational structure with centralised and devolved teams, but continuing to seek ongoing improvements	Yes	Yes	Yes	Yes
2	Entirely centrally resourced	Yes	Yes	Yes	Yes
3	Entirely Devolve the Service to Directorates	No	No	No	No
4	Externalise entirely or in part to private sector provider	Yes	Yes	Yes	No
5	Joint Working with other Authorities	Yes	Yes	Yes	No
6	Public/Private Partnerships	Yes	Yes	Yes	No
7	Combine Occupational Health and Health & Safety	N/A	N/A	Yes	Yes

3. COST IMPLICATIONS

The cost implications of further research will be accommodated within existing budgets

4. FINANCIAL CONTROLLER STATEMENT

The costs associated with the proposed recommendations included in this report are to be accommodated from within existing Directorate budgets. As a consequence, there are no adverse impacts on the Council's financial strategy for 2002/03.

5. CONSULTATION CARRIED OUT

The teams involved in the review for Personnel Services consists of a wide mix of members, trade union representatives, customers and a selection of central and devolved officers. They have been involved in identifying alternative service delivery options and extensive discussions have taken place as to the advantages and disadvantages of these.

A recent survey has been undertaken of the Senior Management Team to ascertain their views on how they would like to see the service delivered. The results of this survey are incorporated in the Service Delivery Options proforma.

6. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Any implications on current HR policies will be identified and taken into consideration during the review.

7. RECOMMENDATION

That Cabinet agree the proposed options identified on the attached table as options to be researched further.

SERVICE DELIVERY OPTIONS

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
Personnel Services				
<p>Maintain the current position - a specialist service delivered through a corporate central department with a devolved personnel function in each directorate</p>	<p>This is the current method of service delivery which will be challenged as part of the WPI process. A more detailed account of this method can be found in Appendix 2.</p> <p>Results of the recent survey indicate that there is support from Managers for continuing with this method of service delivery.</p>	<p>The Directorate personnel officers are able to draw on central resources and expertise whilst still maintaining a close working relationships with managers within their directorate. This relationship is important for a variety of reasons.</p> <p>The service provided can be tailored to the specific needs of the Directorate whilst still maintaining a corporate link through Central Personnel. In addition, directorate personnel officers are able to develop greater knowledge and understanding of the specific needs of the directorate. Central Personnel in turn are able to concentrate on strategic issues and developing the whole service to meet the objectives of the Authority as a whole.</p> <p>This structure has a good mix of central and devolved provision and considerable effort has been made to improve the working relationship and communication links between the central and devolved provision.</p>	<p>One of the main criticism of this type of structure is the inconsistency of service delivery. This can be due to the culture of a particular directorate and a need to meet their particular service requirements, but it does mean that the authority could be open to claims of equal pay, unfair treatment etc. To counter this good communication links have been developed between the central and devolved functions with regular meetings to discuss corporate and directorate issues.</p> <p>However, Directorate personnel officers are sometime placed in a difficult position of trying to balance the needs of Central Personnel against the particular needs of the service.</p> <p>In addition, devolved personnel officers can be drawn into other non-personnel issues within the Directorate. For the individuals this is beneficial for their own personal development but it does detract from their main function with is personnel.</p> <p>The quantity of work within a directorate can vary from day to day and unfortunately the current structure does not allow for flexibility between the directorates. Central Personnel can offer limited resources to assist directorates when they are extremely busy but it would be beneficial if more flexibility could be developed across the devolved personnel function.</p>	<p>YES</p>
<p>A specialist direct service provision entirely centrally resourced and in one location</p>	<p>Initial discussions have indicated a certain level of opposition to this option from Directorates although the results of the recent survey indicate some support for this</p>	<p>This option would ensure a more consistent approach to service delivery and would be more apt to meeting the needs of the authority as whole. As all personnel staff would be in one location, personnel officers would benefit from the experience of others and it should ensure that there is no duplication of work. The most beneficial aspect of this option would be</p>	<p>Where as the needs of the authority may be met more effectively, this option could seriously jeopardise the relationship between managers and personnel officers. This relationship is based very much on day to day contact and the remoteness of a central location may mean lesser or no contact with the managers. Personnel officers will also lose the local</p>	<p>YES</p>

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
	option. Some Members have also indicated this as a preferable way of service delivery	more flexibility so that officers can be moved to assist elsewhere if the need arose.	<p>knowledge and understanding of directorate needs which would have a detrimental effect on the service's ability to meet the needs of its customers.</p> <p>From a corporate perspective, it could result in more claims of equal pay, unfair treatment etc. As the service is not informed of problems issues which have arisen until such claims are received.</p>	
A specialist service delivered through a corporate central department with officers in each directorate reporting to the central department	Initial discussions have indicated a certain level of opposition to this option. The recent survey indicated a minimal amount of support towards this method of service delivery.	<p>This option offers the benefits of the current structure with the added advantage of stronger links and better communication between the central and devolved functions. This should ensure more consistency of application whilst still meeting the specific needs of the particular service.</p> <p>It also offers the main advantage of a fully centralised function with more flexibility to move officers to other areas if the need arose.</p>	The disadvantages are very similar to current system although some will have been addressed such as communication and flexibility. However, the main disadvantage would be the damage to the relationship between managers and personnel officers. Directorate personnel officers are currently seen as part of the team who are there to help the directorate. If the Directorate personnel officers were to become part of the Central Personnel Department, there is a danger that some managers will see them as "outsiders" and may not be as willing to confide in them.	No
No dedicated specialist service but devolved to line management, appropriately trained and qualified;	There was no support from senior managers for this option.	<p>This would provide a direct saving in terms of salary costs as there would be fewer personnel officers or support staff.</p> <p>The main advantage would be that issues/difficulties with employees would be dealt with earlier and more constructively as managers would have the skills and knowledge to do so. Currently, personnel officers depend on the managers informing them of any issues and unfortunately this is usually when matters have gone so far that they cannot be dealt with informally.</p> <p>Managers would be more accountable for their actions.</p>	<p>Current line management resources are not qualified and trained in all aspects of Personnel Management and whilst, theoretically, line management could become qualified and appropriately trained, personnel management is a profession and specialism in its own right. Any move in this direction would be a very long term goal and probably unachievable.</p> <p>For this option to be successfully implemented, line managers would have to be willing to undertake the added responsibility. This is unlike to be the case as currently line managers and members alike expect and desire support in carrying out their responsibilities. This was reflected in the results of the recent survey.</p> <p>As mentioned in the advantages there would be a direct saving if this option was adopted. However, this needs to be countered against the cost of getting it wrong - settlement claims. Even with years of training and practical experience personnel officers do still make mistakes which results in claims against the authority. For line managers who may very rarely deal with a particular problem or who have not had the required training, the likelihood of them getting it wrong must be a lot higher. In addition, there would be very little consistency of application of the Council's policies and</p>	NO

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
			<p>procedures which again will result in claims made against the authority for equal pay issues, unfair treatment etc.</p> <p>In short, this option would not meet the authority's responsibility as a Single Employer. In addition, line managers will be working towards their own aims and objectives and not the objectives of the authority.</p>	
<p>A specialist direct service provision entirely devolved</p>	<p>Minimal support was given to this option but only for certain functions such as Resourcing/Employee Relations/Absence Management.</p>	<p>Directorate personnel officers already have a good understanding of their directorate's needs. This option would develop this understanding further and allow for more specialism within the Directorate</p>	<p>This option is very much focused on Directorate needs and will not achieve the needs of the authority as a whole. Similar to the option above, if the authority was to implement this option, it could expect a influx of employment tribunal claims resulting from the inconsistency of treatment from one directorate to the other.</p> <p>Again, this option does not meet the authority's responsibility as a Single Employer.</p>	<p style="text-align: center;">NO</p>
<p>Externalise entirely or in part to another provider - private sector or local authority</p>	<p>The service is capable of being externalised. A number of Authorities have now entered into arrangements with private organisations to deliver their personnel services. Westminster, Lincolnshire, Middlesborough, Blackburn, Bedfordshire, Hertfordshire and Kent demonstrate that this is a national trend with the Council retaining its strategic role through direct service provision. Results of the recent survey indicate that there is no support from Managers for the service to be externalised.</p>	<p>There may be a considerable cost saving to the authority if this option was adopted. In addition, the service provided would be more focused and, providing a number of core officers were retained, the strategic needs of the authority could be met.</p>	<p>It is border line as to whether this service alone is likely to be big enough to interest external service providers. Other authorities have externalised all support services such as payroll, personnel, finance etc. with, in some cases as much as a 1,000 staff transferring. However, it may be possible to externalise certain functions such as recruitment or training to external providers.</p> <p>If the service was externalised, line managers would need to take more responsibility for day to day employment issues.</p>	<p style="text-align: center;">YES</p>
<p>Joint working with another local authority or authorities.</p>	<p>The service is capable of being delivered through joint working, although our research has not identified any (Welsh)</p>	<p>There are many advantages to working in partnership with other local authorities. However, it does depend on the willingness of other authorities to participate. If joint working was adopted it would offer the opportunity for Denbighshire to draw on the knowledge and experience of a much wider</p>	<p>The unwillingness of authorities to participate is a great disadvantage and this may stem from the political steer given within the authorities.</p>	<p style="text-align: center;">For the service as a whole - NO,</p>

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
	<p>local authority which has this arrangement.</p> <p>Results of the recent survey indicate that there is no support from Managers for the service to engage in joint working with other authorities.</p>	<p>pool of people. In addition, cost savings could be made through purchasing common computer systems, less duplication of work and economies of scale.</p> <p>In addition, the authorities in question would have more bargaining power with trade unions which would lessen the unions ability to play authorities off against each other.</p>	<p>If the function was to be delivered through joint working, then it is likely to be harder to work towards the objectives of the authority as the service will be trying to develop itself to meet the needs of two or more authorities which could have conflicting needs. This could lead to a lack of ownership by members and managers alike on new initiatives and policies which will hinder their implementation.</p> <p>In addition, there could be confidentiality issues under the Data Protection and an unwillingness on the part of managers to accept and confide in the section as they are not solely part of Denbighshire.</p>	<p>but for small areas - YES</p>
<h3>Training & Development</h3>				
<p>Maintain the current service provision but seeking to identify ongoing service improvements.</p>	<p>The status quo already incorporates many of the options listed below, i.e. Co-operation with Personal Services; Corporate client and private contractors; Public/Private Partnerships; & in a consortium with other local authorities</p> <p>Considerable support was given by senior managers to continue with this method with many suggestions put forward for improving the service.</p>	<p>The current structure offers a good range of delivery options and has many advantages which allows the service to be tailored to meet the Council's priorities. The service has access to accreditation to external bodies and funding through its links with local colleges. Although there is a general lack of resources in this service, the service is effectively maximising its capacity and range of expertise.</p> <p>In addition, the service provided is flexible with regard to delivery, contents, dates and venues of courses, and courses are therefore tailored very much to meet the needs of Denbighshire or individual directorates.</p>	<p>There are insufficient staff within the current structure to provide an effective service. There is also a danger of inequality of opportunity as a result of more resources in one directorate than another and the lack of a corporate budget.</p> <p>There is no dedicated training centre and as a result the effectiveness of courses is reduced due to poor venues e.g. Noise levels, lighting etc.</p>	<p>YES</p>
<p>Reform in-house</p>	<p>There are 2 possible ways of reforming the current service provision in-house.</p> <p>One would be to develop a single corporate Learning and</p>	<p>The main advantage of a single Corporate Unit would be that all employees would have equal access to Learning and Development. In addition, there would be more consistency in the courses delivered and the courses could be developed to meet corporate needs rather than individual directorate needs.</p>	<p>If the a single Corporate Unit was developed, there is a possibility that knowledge needed for specialist training such as Statutory training for Personal Services, could be lost.</p> <p>In addition, it may be difficult for one unit to priorities the demands of customers.</p>	

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
	<p>Development Unit with a corporate training budget. The second option would be to increase co-working with the training sections for Personal Services & Curricular Services</p> <p>There are many steps which could be taken to improve the in-house service such as:</p> <ul style="list-style-type: none"> ▪ Developing a T&D database as course information resource ▪ E-Learning ▪ Learning centre/library 	<p>Both options offer a fair amount of flexibility in the type and contents of courses on offer. The pooling of expertise would mean a wider range of courses could be offered.</p> <p>Increased co-working with Personal Services and Curricular Services should improve communication between the Directorate functions and the Central Strategic Department. Improve communication would lead to a more focused service which meets the needs of individual directorates as well as corporate needs.</p>		<p>YES</p>
<p>Delegate full responsibility to line managers</p>		<p>This option appears to be more economical as the overheads related to training are diminished. However, this needs to be considered in line with a number of disadvantages as noted.</p>	<p>If the responsibility for training and development was delegated to line managers, the authority would lose some very experienced trainers and end up with a lack of training expertise throughout the authority. Much of the training currently provided is tailored to the needs of the service/authority but this would not be possible if this option was implemented.</p> <p>There would be very little standardisation in the delivery of internal training courses and it would probably be more expensive due to the lack of co-ordination through the authority resulting in duplication of courses.</p> <p>It is likely that less training and development would take place with line managers having more important priorities to address.</p>	<p>NO</p>
<p>Externalisation Corporate client and private contractors.</p>	<p>This is already done to a large extent e.g. College/ university courses & using training companies for single events. It</p>	<p>This option allows for accreditation to external bodies such as OCR. Its offers a much broader range of expertise and more in-depth courses such as HNC. Colleges and Training Companies often have more capacity and a broader range of expertise to offer a range of different courses. It also means that individual needs can be met without waiting for enough people</p>	<p>The main disadvantage is that external providers do not have the internal knowledge required to tailor courses to meet the authorities needs. As a result the course tend to be inflexible especially if they are not exclusively for Denbighshire and can also be very expensive.</p>	<p>YES</p>

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
	could be done on a larger scale.	with that particular need, within the authority so that a course can be arranged. Another advantage, is that colleges very often have access to external funding that the authority is able to utilise. Without the link with the colleges this would not be possible.		
Public/Private Partnership	Partnerships with colleges to accredit in-house courses e.g. ISM Intro Award through Llysfasi, induction CD with Llandrillo Partnership/co- working with neighbouring authorities is done on a small scale. This could be expanded.	The advantages of public and private partnerships as very much the same as externalisation. However the main disadvantage of externalisation has been addressed with courses being able to be tailored to the authorities needs. Partnership with other local authorities mean that there is a wider pool of expertise to draw on whilst still maintaining control.	There would be a requirement for more in-house resources to develop this option further. This would result in increased costs.	YES
Consortium with other local authorities	A single shared unit between several authorities is also possible.	A shared union across authorities would mean a great pool of expertise to draw on. There would be a cost saving due to economies of scale and the authority would have a cross section of employees on courses whilst still maintaining a local authority slant on the course. It would also ensure a consistent approach to training across authorities which may help towards retention of staff.	It is possible that this option could increase cost with employees having to travel to location central to all participating authorities to attend a course. However, this should be countered against the advantages of having a dedicated training centre. For it to be successful there would need to be an understanding from all the authorities that this is a function for all of them. If there is no support for it then the Section could become isolated and local authorities may start looking elsewhere for their training provision. An agreement would need to be drawn up as to the services each authorities could expect to receive in order to ensure that one authority does not monopolise the service. There is also a danger that the service may lose its local knowledge of mainstream services.	Improve current levels of Co-working - YES
Occupational Health				
Maintaining current service provision but seeking	Combination Service: ▪ In-house Nurse	The current structure allows for reassuring levels of 'in-house' and external	Unfortunately there are conflicting views from managers and employees as	YES

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
ongoing performance improvements	<ul style="list-style-type: none"> ▪ Doctor's services purchased from Flintshire ▪ External Counsellors used <p>Considerable support was given by Senior Managers for continuing with the current method of service delivery.</p>	provision which will ensure independent decision making whilst meeting the needs of the authority.	to whether the service is there for the managers or for the employee. The reality is, of course, that it is there for all.	
Reform in-house provision	<p>A thorough analysis of the service provided would need to be undertaken to determine if the section is providing the service that is required by its customers.</p> <p>Once it is determined what service is required, service level agreements could be drawn up for directorates to ensure that the service specifically meets their needs.</p>	<p>This would allow the section to move from a reactive service to a more proactive service which is tailored to meet the needs of individual directorates. As service level agreements would be drawn up, the directorates could have as little or as much service as they required and as cost would be allocated accordingly, the section would be able to expand to meet this need. With additional revenue coming in, the section would be able to offer more specific occupational health training and proactively promote good health for employees. If managers work with the section on the service they would like to have, then this should greatly improve communication between Occupational Health and managers and develop a greater understanding of where the needs conflict and work towards eliminating these.</p>	To offer a more proactive service, there will be a need for more resources. However, some of this could be reclaimed through service level agreements with Directorates paying for as much or as little of the service they require.	YES
Externalisation	<p>Consider purchase of whole service with a suitable Occ.Health link/liaison officer.</p> <p>No support was given by Senior Manager for externalising the service.</p>	<p>This option would provide a more focused independent service, which is not entwined in DCC culture and therefore more decisive.</p> <p>There would be specific persons with specific roles and particular expertise to draw upon. This would save time and money as the employee would not need to be referred to a specialist following an assessment by the Occupational Health Physician, but instead would be referred directly to an appropriate specialist.</p> <p>It would address one of the main disadvantages of the current system, in that it would be seen as independent of DCC and not there as a management tool or specifically for the needs of the employees.</p>	This option has been tried unsuccessfully in Conwy C.C. and Wrexham C. C.	YES

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
Public/private partnership	Some joint working with Flintshire in existence - could be strengthened.	This would allow for more sharing of resources, facilities, knowledge and locations. Within the current structure some joint working does exist with Flintshire.	Unfortunately, this has not always worked in the past. As further joint working would depend on the willingness of other authorities, the question needs to be asked as to what Denbighshire can offer in return to other authorities.	YES
Health & Safety				
Maintain current service provision but seek ongoing performance improvements	Look at ways to increase resources throughout authority	If the section was able to increase the level of resources within the section, then this would greatly improve the standard of service provided. Limited resources has meant that the current service is very much reactive rather than proactive. A more proactive service would provide a safer working environment thus reducing the health and safety risk to the organisations and its employees. Resources could be increased through strengthening the core, more co-ordinators, devolved Health & Safety Officers or combination of all. One option would be to reduce the number of co-ordinators and increase the number of corporate Health & Safety Officers. This option is discussed below.	To increase resources obviously increases costs. However, these should be counter by the possible legal claims made against the authority for not provide a sufficient health and safety service.	YES
Directorate Health & Safety Co-ordinators brought into the Corporate team but numbers reduced.	The present number of co-ordinators would be reduced and additional full time Corporate posts established.	The current structure depends very much on co-ordinators within the Directorate. The co-ordinator role is usually an add on to the person normal duties and may not always be given priority. If the number of co-ordinators were reduced and additional full time corporate posts established, this would improve the standard and consistency of the service provided. It would also allow the section to set corporate policies and best practice	As above, this would require more financial and physical resources with increase office space required. There is also the possibility that there would be loss of direct knowledge of individual directorates and their specific needs. This would be countered by increase health and safety specialism of fully trained officers.	YES
Contract out.	Not seen as best practice. Not recommended by the Health and Safety Executive as it is the employer's responsibility to ensure a safe working environment. This responsibility cannot be passed on to an external source.	Although not recommended, it is useful to use consultants when the needs arises, such as to cover for staff shortage or for specialised advice. One advantage to using Consultants is that they are more impartial than internal officers which may give them more credibility with managers.	The use of consultants is expensive and there is therefore a high cost involved in using them regularly. Although they have the specialised knowledge, consultants do lack the local knowledge of health and safety issues within the authority. In addition, they do not have any loyalty or commitment to the authority and its objectives. On a practical level, it is very difficult to assess the quality of contract staff and as they take the records with them the Authority does not have the working papers on the issues but simply a report by the Consultant.	NO

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further research?
	No support was given by Senior Managers for this option.		This could also be seen as the Authority abdicating its responsibilities.	
Relocate Health & Safety team to stand alone unit outside Central Personnel directly accountable to Chief Executive / Deputy Chief Executive		This would give the section a much higher profile within the authority and may increase its credibility .	<p>If this service was to be a stand alone unit, it would lose its strategic influence within personnel, which may affect its ability to develop the service to meet corporate objectives rather than needs of individual directorates.</p> <p>There is also the danger that it would become an isolated service which would be detrimental to its credibility and its ability to provide the service required of its by its customers.</p>	YES
To merge the H&S Safety team with the H&S Safety team in the Environment Directorate.		This would allow the H&S functions to pool together its resources.	Both services provide a different service - one for the public and one for the employees - officers therefore have skills and knowledge in different fields which are not easily interchangeable. The section would lose its links with Occupational Health	YES
Occupational Health and Health and Safety				
Combine Occupational Health Section and Health & Safety Section together to make one Section reporting to the Head of Personnel		There is a natural overlap between Occupational Health and Health & Safety. If the two services were combined, it would allow them to provide a more focused proactive service with less confusion for Directorates as to which service was responsible for what. It would also ensure less duplication of work with better communication between the two sections and one strategic manager overseeing it all.	There is a danger that staff could this as a 'downgrading' of occupational health by merging with another section	YES

PERSONNEL SERVICES

AN EXPLANATION OF THE SERVICES PROVIDED

Personnel

The Personnel Service for Denbighshire County Council is currently provided through a mixture of central and devolved provision.

The Central Personnel function is split into three broad areas. These are Policy/Corporate Support and Employee Relations, Employee Resourcing and Business Support/Systems and Admin. The Policy/Corporate Support and Employee Relations is headed up by a Principal Personnel Officer.

Policy/Corporate Support and Employee Relations - This arm of the department is concerned with developing and advising upon corporate policies and procedures consistent with the County Council's responsibilities as a single employer. The function also provides the main focus (although not exclusively) for dealing with corporate employee relations matters, particularly in the area of negotiations, redundancy programmes, discipline and grievance and harassment issues.

Employee Resourcing - This Section provides advice and guidance on personnel practice within the County Council, covering terms and conditions, pay, job evaluation and personnel administration generally.

Business Support/Systems and Administration - This function provides the business support internally in terms of budget administration and monitoring, systems development (Personnel IT systems), both departmentally and where appropriate, corporately, e.g. Flexitime and the typing/clerical support necessary to operate and administer the service.

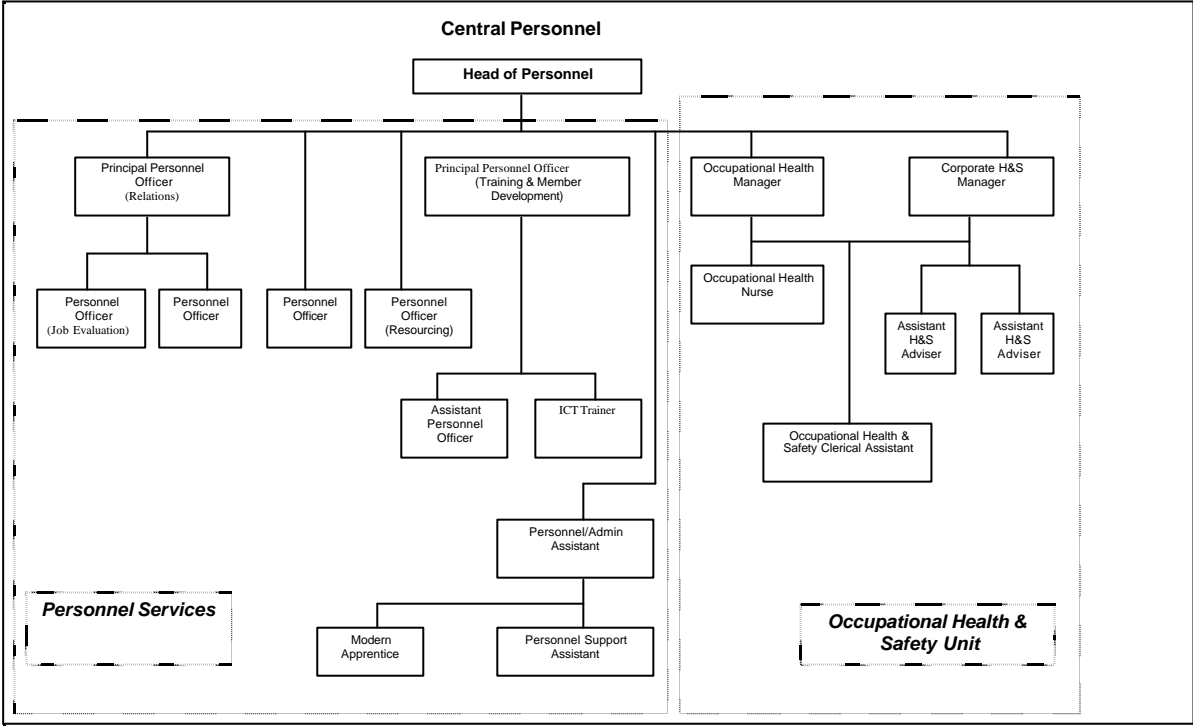
Central Personnel provides an advisory service to directorates, consults upon, negotiates and agrees corporate policies and procedures for the authority and monitors these to ensure that they are implemented and followed correctly and consistently. In addition, the Department undertakes the personnel management and administration role for the Chief Executive's Department, Resources Directorate and Contract Services.

The devolved function provides a day to day main point of contact in advising and assisting Corporate Directors, Heads of Service and managers on personnel issues. They ensure the implementation and enforcement of personnel policies and procedures at local level and will challenge any bad or inconsistent practices within the Directorate.

In total there are 15 full time officers and 1 part time within Personnel Services. The Department employs 8 full time officers whilst the devolved provision has 7 full time officers and 1 part time officer although 2 of these are exclusively for the personnel provision for school. The current structure is shown below.

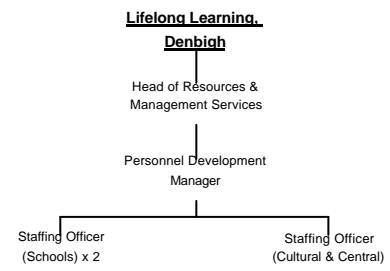
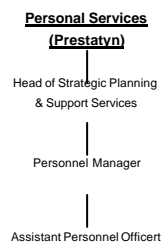
The directorate personnel officers are accountable through their Corporate Director to the Head of Personnel and have a "professional" reporting line to the Head of Personnel. A "Framework for Defining and Delivering Personnel Services" has been approved and adopted by the County Council which explains in more depth the current structure and reporting lines. This is reflected in the Organisational Charts included in this Appendix.

Current Structures & Service Provision



Devolved Personnel Provision





Training and Development

The Corporate Training and Development function is based within the Central Personnel Department and is headed up by a Principal Personnel Officer. The purpose of the unit is to provide training and development services to all council members, directorates, departments and employees.

The corporate section leads and advises upon corporate employee and member development issues; in its broadest context, the organisational development of the Council's business through Investors in People (IiP), right through to corporate training courses. Responsibility for Equal Opportunities also resides within this section, primarily because the subject matter links with the development of the organisation and the inescapable need to mainstream equality of opportunity into all the County's work, services and activities.

There are 2 full time officers and 1 part time officer in this section. Two are based in Prestatyn and the third is based in Ruthin.

In addition, Personal Services and Lifelong Learning have their own training function which concentrates on designing and delivering training courses specifically to meet the needs of their particular service although they do provide some corporate training courses also.

Occupational Health

Occupational Health is concerned with preventing illness caused by working and overcoming work difficulties caused by illness. In itself the service is not mandatory, but many of the services it provides are as a result of Health and Safety legislation.

The service can be split into four main areas of responsibility:

Clinical Services - County Council employees are referred to the Unit either by themselves or by their management, for many reasons such as long term absence or long term health problems that are interfering with the employee's work capabilities; repeated short term absence; possible work related ill-health; and medical screening i.e. pre-employment, display screen equipment, driving and occupational vaccination.

Advice and support to Management - After any referral, written advice is provided for management. In the case of long term absence or in cases where a recent diagnosis identified a serious medical condition, the result of the Unit's advice may be to recommend Early Termination or Retirement on the grounds of Ill Health, additional advice may include: return to work expectations, present and future capabilities and suggestions for suitable alternative employment.

Employee Psychological Counselling - where employees are suffering from work related stress, or stress affecting their work, then they may be referred for professional psychological counselling.

Occupational Health Education - This primarily involves the provision of First Aid Training, not only to Council directorates and schools, but also where requested to external organisations that may have links with the County Council. Courses are geared to the level of expertise required and to the standards determined by the Health and Safety Executive. Various other related courses, i.e. management of the sick employee and stress management, are also offered.

The Unit employs 2 full time officers and 1 part time officer, all based at Prestatyn. This is supplemented by buying in external services principally that of an Occupational Health Physician who is employed on a part time basis from Flintshire County Council. In addition external Occupational Health Counsellors and First Aid Trainers are used on a regular basis.

Health & Safety

The Corporate Health and Safety Unit provides a comprehensive advisory support service to the Authority and all Directorates on matters pertaining to Health, Safety and Welfare and the health and safety of others who may be affected by the Authority's undertaking. The section plays a leading role in ensuring that the Authority complies with all current and developing health and safety legislation and other recognised health and safety requirements.

In order to ensure compliance with the Corporate Health & Safety policies and procedures, the Unit maintains a Corporate Audit plan.

The Corporate Unit consists of 3 full time officers and 1 part time officer. The section is supported by co-ordinators in each of the Directorates who have received basic Health and Safety Training. In addition, some Directorates have dedicated Health and Safety Officers and the Corporate Unit works closely with these officers to ensure an acceptable level of service is provided.

REPORT TO CABINET

CABINET MEMBER: Councillor P A Dobb, Lead Member for Health & Wellbeing

DATE: 17 December 2002

SUBJECT: BEST VALUE REVIEW OF RESIDENTIAL HOMES

1 DECISION SOUGHT

A report was brought to Cabinet on the 16 July 2002, which requested that Cabinet needed to consider and decide upon a range of options for further analysis. The purpose of this report is to remove 1 option for further consideration as a result of external advice and to agree the amended Table 2 i.e. Option 4 to be pursued and Option 6 to be no longer pursued

2 REASON FOR SEEKING DECISION

The decision of Cabinet on the 16th of July was that the following options should be recommended for further investigation:

TABLE 1

	Option	Recommendation
1	Retain homes, do not undertake capital investment, leave terms and conditions and practices unchanged	No
2	Retain the homes and invest where necessary	Yes
3	To put the homes on the open market as a going concern	No
4	To transfer the management arrangements to another body e.g. Housing Associations, Independent Health Provider	No
5	Seek partnership arrangements (e.g. With Health and/or Public Sector Housing) to remodel the services	Yes
6	To create a body to manage the homes, e.g. a charitable trust	Yes
7	Close the homes	No

The Best Value Project Review Group subsequently sought advice from Leonie Cowen Associates who have extensive knowledge of homes transfers and related issues. The advice received was that options 4 & 5 (above) contain many similarities i.e :

- (i) possible access to capital funding required for the homes
- (ii) retention of the beds needed to meet need
- (iii) strong Council control over cost and quality

In addition, the Review Group received an impressive presentation from Powys County Council related to the transfer of the homes to BUPA. This means that option 4 should now be considered. Further the external advice was that option 6 (e.g. a charitable trust) was not likely to deliver the Council's objectives because such arrangements have a very poor track record of success and are unlikely to produce the capital funding required by the homes. This means option 6 should now be rejected.

This stage of the review now needs to be completed as a matter of urgency. This is because there is a significant cost to the Council through the current arrangements, and there is a possibility of legal challenge as there is not currently a level playing field with the independent sector.

3 COST IMPLICATIONS

The cost of the next stage of the Review will be accommodated within existing budgets.

4 FINANCIAL CONTROLLER STATEMENT

The cost of the next stage of the Review will be accommodated within existing budgets.

5 CONSULTATION CARRIED OUT

The options analysis were fully discussed at the Best Value Project Review Group which includes Elected Members and Trade Union representatives. The view of the meeting was that they believe the advice from the external consultant was sound and therefore agree with the recommendations as set out below.

TABLE 2

	Option	Recommendation
1	Retain homes, do not undertake capital investment, leave terms and conditions and practices unchanged	No
2	Retain the homes and invest where necessary	Yes
3	To put the homes on the open market as a going concern	No
4	To transfer the management arrangements to another body e.g. Housing Associations, Independent Health Provider	Yes
5	Seek partnership arrangements (e.g. With Health and/or Public Sector Housing) to remodel the services	Yes
6	To create a body to manage the homes, e.g. a charitable trust	No
7	Close the homes	No

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The different options of a range of potential impacts including economic development implications, personnel impacts and opportunities for developing health/social care working.

7 RECOMMENDATIONS

1. That Members agree the options recommended for further consideration as set out in paragraph 5 (above), noting that three options are now to be pursued and four are not.
2. That Cabinet receive a further report in February 2003 which makes specific recommendation as to the preferred option.

REPORT TO CABINET

CABINET MEMBER: LEADER - CLLR E WILLIAMS

DATE: 17 DECEMBER 2002

SUBJECT: POLICY AGREEMENT

1 DECISION SOUGHT

That Members:-

- (a) Note the current position with regard to 'Policy Agreement' performance indicators against agreed targets in the Policy Agreement Performance Report (Appendix I refers)
- (b) Ensure the necessary action is being taken to try to achieve the agreed 'Policy Agreement' targets

2 REASON FOR SEEKING DECISION

2.1 The National Assembly for Wales and Denbighshire County Council have a shared determination to achieve the vision which "A Better Wales"¹ sets out and agree that action needs to be taken to secure:

- Better opportunities for learning
- A better, stronger economy
- Better health and well being
- Better quality of life
- Better simpler government

2.2 To ensure improvement is made in these areas the Council signed a 'Policy Agreement' with the National Assembly which was made for three years beginning 1 April 2001. The 'Policy Agreement' is supported by objectives and targets which will be monitored annually by the National Assembly and can only be changed by mutual agreement. The Council has been assisted in reaching the agreed targets by a specific grant of £327,000 from the Assembly in February 2002. Achievement of the targets will result in payment of a further grant of £997,000 (based on the provisional settlement) relating to the financial year 2003/2004. Partial achievement, or achievement at the expense of other stated targets and requirements, will result in partial payment of that sum.

2.3 Members will note from the Policy Agreement Performance Report that the performance indicators fall into three categories:-

- Performance indicators which have been achieved or are progressing satisfactorily towards target
- Performance indicators which appear unlikely to meet the 2003/2004 target
- Performance indicators which require the recalculation of the agreed baseline and target

The report highlights that on the basis of current performance the Authority may be vulnerable to losing grant funding. Members will need to consider any additional resource requirements to demonstrate commitment to achieving Policy Agreement targets when setting the budget.

3 COST IMPLICATIONS

Failure to meet agreed 'Policy Agreement' targets may result in partial or total loss of National Assembly grant funding.

¹ "A Better Wales" was refined by the Assembly's Sustainable Development Scheme - 16 Nov 2000

4 FINANCIAL CONTROLLER STATEMENT

The achievement of the agreed targets and the resulting release of additional funding to the Council is crucial to the Authority's continued financial recovery. Consideration will need to be given to investing further in some areas next year to ensure the necessary performance is achieved.

5 CONSULTATION CARRIED OUT

The Corporate Executive Team considered the Policy Agreement Performance Report in conjunction with the National Assembly's Head of Local Government Modernisation Division. The Policy Agreement Performance Report is also being presented to each subject Scrutiny Committee which will enable Members to focus on the targets along with other key targets as part of the scrutinising function.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Failure to meet the agreed 'Policy Agreement' targets may result in a loss of grant funding which may result in an inability to achieve actions identified in Service Business Plans and the Authority's Improvement Plan. This has implications for all policy areas including corporate.

7 RECOMMENDATION

That Members note the current position with regard to 'Policy Agreement' performance indicators against agreed targets in the Policy Agreement Performance Report and ensure the necessary action is being taken to try to achieve the agreed 'Policy Agreement' targets.

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

NAWPI CODE	DESCRIPTION	AGREED BASELINE	POLICY AGREEMENT TARGET 2003/2004	QUARTER 1 2002/2003	QUARTER 2 2002/2003	COMMENTS
BETTER OPPORTUNITIES FOR LEARNING - EDUCATION						
2.4	<p>Percentage of 11 year olds in schools maintained by the Authority in the previous summer achieving:</p> <p>A) Level 4 or above in the Key Stage 2 Mathematics Test</p> <p>B) Level 4 or above in the Key Stage 2 English Test</p> <p>C) Level 4 or above on the National Curriculum scale in Welsh (First Language)</p> <p>D) Level 4 or above on the National Curriculum scale in Science</p>	1999/2000 60.1%	<p>65% (Combined)</p> <p>65%</p> <p>65%</p> <p>65%</p> <p>65%</p>	Not applicable - annual target	<p>66.3% (Core Subject Indicator)</p> <p>72%</p> <p>77%</p> <p>81%</p> <p>83%</p>	<p>Target Achieved.</p> <p>It should be noted that the figure of 66.3% reflects the number of students who achieved Level 4 or above in 3 or more core subjects</p>

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

NAWPI CODE	DESCRIPTION	AGREED BASELINE	POLICY AGREEMENT TARGET 2003/2004	QUARTER 1 2002/2003	QUARTER 2 2002/2003	COMMENTS
2.2	Percentage of pupils in schools maintained by the Authority in the previous summer achieving 5 or more GCSEs at Grades A* - C or the vocational equivalent. ANNUALLY Academic Yr (Nov)	1999/2000 48%	56.8%		Awaiting results from NAFW	Local interpretation suggests the figure will be 52% subject to confirmation from NAFW. The Authority is taking a general approach to improvement rather than an exclusive approach.
2.14	The percentage of attendance, those present or on approved educational activities, in secondary schools Collected January 2003 for Autumn Term	90.9%	92%	Not available	Not available	The figure for 2001/2002 was 90%. There are issues relating to deprived areas in Rhyl which are being targeted.
2.7	Percentage of 15/16 year olds (including those in local authority care) leaving full-time education without a recognised qualification. ANNUALLY Academic Yr	1999/2000 27 pupils	25 pupils	Not available until January 2003 - data should be shown as both percentage and number		The figure for 2001/2002 was 18 and it is likely that the target will be achieved.

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

NAWPI CODE	DESCRIPTION	AGREED BASELINE	POLICY AGREEMENT TARGET 2003/2004	QUARTER 1 2002/2003	QUARTER 2 2002/2003	COMMENTS
BETTER HEALTH AND WELL-BEING - SOCIAL SERVICES						
3.7	Older people (65+) helped to live at home per 1000 population (not cumulative)	2000/01 90 per thousand Baseline Requires Recalculation	98 per thousand Target requires recalculation	72.03	78.72	The criteria for the inclusion of data for this PI has changed for this financial year in that the Authority can now only include people who receive direct services. In addition data can only be counted once all assessments for an individual are completed - so, for example, if someone needs a care management and an OT assessment their data is only factored into the PI data once both assessments have been completed. We will ask the Assembly to agree a revised baseline and target.
3.8	The rate of delayed transfer of care for social care reasons per 1,000 population aged 75+ (cumulative, file audit)	2000/01 2.53 per thousand	2.53 per thousand (maintain baseline)	0.21	0.52	The Authority continues to perform well.

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

NAWPI CODE	DESCRIPTION	AGREED BASELINE	POLICY AGREEMENT TARGET 2003/2004	QUARTER 1 2002/2003	QUARTER 2 2002/2003	COMMENTS
3.13	The number of people aged 65 or over whom the authority supports in residential care homes or nursing homes per 1,000 population aged 65 or over (not cumulative)	2000/01 24 per thousand Baseline Requires Recalculation	22 per thousand Target requires recalculation	31.51	32.21	The number of Preserved Rights clients in Denbighshire make this an unrealistic target (change of responsibility since target was agreed). We will ask the Assembly to agree a revised baseline and target.
3.9	% of adult clients receiving a written statement of their needs and how the will be met (cumulative, file audit)	1999/00 85%	100%	Not collected	Not collected	Data has previously been collected via a manual file check at the end of each financial year. The refocused role of the Quality Assurance/Performance Management Officer post provides an opportunity to undertake more regular file checks.

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

NAWPI CODE	DESCRIPTION	AGREED BASELINE	POLICY AGREEMENT TARGET 2003/2004	QUARTER 1 2002/2003	QUARTER 2 2002/2003	COMMENTS
3.14	The number of adults aged under 65 whom the authority helps to live at home per 1,000 adults aged under 65, in each of the following client groups separately:-					
3.14 (a)	A) Physical or sensory disabled	2000/01 3.46 per thousand	(maintain baseline) 3.46 per thousand	6.37	6.49	<p>Is doing well and exceeding target</p> <p>Not all LD clients are on CIS but the Authority is moving towards this. A manual data check is being undertaken to establish data. It is likely that actual performance is far better than CIS data reflects - though we are unlikely to hit target this financial year. The introduction of Care.Comm will improve the monitoring of this data.</p> <p>MH data may impact on indicator 3.9</p>
3.14 (b)	B) Learning disabilities	2000/02 2.22 per thousand	5 per thousand	1.2	1.45	
3.14 (c)	C) Mental Health Problems	2000/01 5.25 per thousand	(maintain baseline) 5.25 per thousand	Data to follow	Data to follow	
3.3	The percentage of young people in care on their 16th Birthday who have a care plan or pathway plan for their continuing care	62.5%	100%	100%	Not applicable	Performance for Quarter 1 was 100%. Quarter 2 was not applicable as there were no children looked after on their 16th birthday in the last quarter

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

NAWPI CODE	DESCRIPTION	AGREED BASELINE	POLICY AGREEMENT TARGET 2003/2004	QUARTER 1 2002/2003	QUARTER 2 2002/2003	COMMENTS
3.4	The percentage of first placements for looked after children beginning with a care plan in place	85%	95%	Not collected	Not collected	Data has previously been collected via a manual file check at the end of each financial year. The refocused role of the Quality Assurance/Performance Management Officer post provides an opportunity to undertake more regular file checks. There have also been issues relating to recruitment and retention.

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

NAWPI CODE	DESCRIPTION	AGREED BASELINE	POLICY AGREEMENT TARGET 2003/2004	QUARTER 1 2002/2003	QUARTER 2 2002/2003	COMMENTS
3.15	<p>The percentage of cases of children with an allocated social worker who is providing a service appropriate to the child's need, in:</p> <p>B) children looked after</p> <p>A) children on the child protection register</p>	<p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p>	<p>CIN not available</p> <p>LA 100%</p> <p>CP 100%</p>	<p>CIN not collected</p> <p>LA 100%</p> <p>CP 100%</p>	<p>Children in Need data should be incorporated into future reports - not collected at present</p> <p>Children Looked After. The reports provided from CIS show the Authority is achieving 100% for children looked after. However, this does not correlate with a recent file audit which showed 12 unallocated cases (though these may not all relate to children looked after). A review of audit process for this PI is needed</p> <p>Child Protection - again there is a need to ensure robust auditing of data.</p>

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

NAWPI CODE	DESCRIPTION	AGREED BASELINE	POLICY AGREEMENT TARGET 2003/2004	QUARTER 1 2002/2003	QUARTER 2 2002/2003	COMMENTS
A BETTER STRONGER ECONOMY (TRANSPORT)						
See below						
A BETTER QUALITY OF LIFE (COMMUNITY SERVICES)						
NAWPI 5.1	Total tonnage of municipal waste arisings A) recycled or reused B) composted	4.2%	15% A) 7.5% recycling B) 7.5% composted	A) 4.3% B) 3.7%	A) 4.2% B) 5.3%	Providing the Authority proceeds with the contract for kerbside collection and recyclables the overall outturn for 2003/2004 should be: Bring Banks 4% Composting 6% Kerbside (10.87 x 10/12) - 9% (say) (not due to start until May) ----- 19% -----

3. A BETTER STRONGER ECONOMY

The Assembly guidance stated that “this needs the development of an approach for measuring and assessing modal shift in the area”.

The Taith Regional Transport Consortium (of local authorities) has been in discussion with the Assembly regarding a suitable approach for North Wales. The Assembly has recognised that there is a lack of data on travel in the region apart from major road traffic flows. It has agreed that, in the longer term, Taith will

POLICY AGREEMENT PERFORMANCE REPORT

APPENDIX I

develop a North Wales Transport Model to establish where there are the best opportunities to influence modal shift or where there is the greatest need to reduce car/lorry movements. This will then provide input to future policy agreements.

For the present agreement the Assembly has agreed that each local authority can develop its own baseline data to measure changes in public transport patronage around key travel centres. The County Council will as part of the agreement undertake the following steps:-

1. Measure public transport patronage at the key centres of Rhyl town centre, Glan Clwyd Hospital and St Asaph Business Park.
2. Baseline figures were collected in October 2001. These will then be used, together with other relevant data on fares, service frequencies and aspects of competing modes (e.g. petrol and parking costs for private motorists) to seek to understand future changes in patronage.
3. On the basis of the trends established, to set a target for public transport patronage within the three year period covered by the agreement

The baseline patronage figures for October 2001 were:

Rhyl town centre	53,945	passenger	journeys
Glan Clwyd Hospital	3,169	“	“
St Asaph Business Park	31	“	“

Subject to early receipt of the data figures for October, 2002 should be available by Christmas. We will then be able to set targets in agreement with the Assembly.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR D M MORRIS, LEAD MEMBER FOR COMMUNICATIONS

DATE: 17 DECEMBER 2002

SUBJECT: PUBLICATION SCHEME UNDER THE FREEDOM OF INFORMATION ACT
2000

1 DECISION SOUGHT

To approve the submission of the attached Draft Scheme to the Information Commission for approval.

2 REASON FOR SEEKING DECISION

The Freedom of Information Act 2000 received Royal Assent on 30 November 2000. It gives a general right of access to all types of recorded information held by public authorities, including Denbighshire County Council.

From February 2003 Denbighshire County Council is required to adopt and maintain a Publication Scheme setting out the classes of information that it publishes or intends to publish; the manner in which information in each class is, or is intended to be, published; whether the material is, or is intended to be, available to the public free of charge or on payment.

Prior to this, the Scheme has to be formally submitted to the Information Commissioner for approval by 31 December, 2002. The Council's Data Protection and Freedom of Information Steering Group has drawn together the attached Scheme based on Model Schemes which appear acceptable to the Commissioner. It is intended that the Council's OMB will also consider the document at its meeting on 19 December, 2002.

3 COST IMPLICATIONS

As far as the Publication Scheme is concerned the only cost implication will be the publication costs for which there is no dedicated budget. Various issues arising from the need to maintain and review the Scheme and other effects of the Freedom of Information Act 2000 may have financial implications. These will be addressed separately.

4 FINANCIAL CONTROLLER STATEMENT

Any additional costs resulting from this report are likely to be small but will need to be contained within the relevant service budget.

5 CONSULTATION CARRIED OUT

Colleagues in other Local Authorities have been consulted and the Assistant Data Protection Officer and other Officers have met with a representative from Audit Commission Wales. The Scheme will be subject to public consultation once approved by the Information Commissioner.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

None directly but the development of the scheme will provide improved customer service.

7

RECOMMENDATION

That Members consider the attached Draft and formally approve the Scheme in principle, allowing OMB to consider and, if necessary amend with final approval being delegated to the Lead Member for Communications.

Denbighshire County Council

Freedom of Information Publication Scheme

(Draft Working Copy)






For further information on this scheme contact:

Sian Owens Jones, Records Manager, Denbighshire County Council, 01824 708254






20/12/2002
12:32 PM

CONTENTS









Introduction

-  What does the Publication Scheme cover?
-  How do I gain access to the Publication Scheme?
-  How do I obtain information through this Publication Scheme?
-  Other places to look for general information about local government?
-  How do I find out about information you hold on me personally?

Council Matters

-  Democracy and Council Governance
-  Financial Management of the Council
-  Personnel
-  News and Notices about your Council
-  Comments and Complaints about the Council

Customer Services

-  Planning and Development Services
-  Community Living and Personal Services
-  Educational and Information Services
-  Culture, Leisure and Tourism Services
-  Road and Transport Services
-  Housing Services
-  Payments and Benefits
-  Environmental and Public Health Services

Business Services

-  Business Support and Promotion

Introduction

The Freedom of Information Act 2000 received Royal Assent on 30 November 2000. It gives a general right of access to all types of recorded information held by public authorities, including Denbighshire County Council.

From February 2003 Denbighshire County Council is required to adopt and maintain a Publication Scheme setting out the classes of information that it publishes or intends to publish; the manner in which information in each class is, or is intended to be, published; whether the material is, or is intended to be, available to the public free of charge or on payment.

The purpose of the Publication Scheme is to ensure that a significant amount of information is available, without the need for a specific request. Denbighshire County Council intends that the scheme will encourage the publication of more information than it is required to publish under existing legislation and to develop a greater culture of openness.

From January 2005 any person who makes a request to a public authority for information must be informed whether the public authority holds that information and, subject to exemptions, supplied with that information.

Individuals already have the right of access to information about themselves under the Data Protection Act 1998. The Freedom of Information Act will extend this right to allow public access to all types of information held.

What does this publication scheme cover?

This publication scheme covers information routinely published by Denbighshire County Council. It is not a list of publications, as these will change over time. It is a list of "classes", groups, or types of information, within which information is available.

Access to some of the information listed is already a requirement of other legislation, such as the Representation of the People Act and the Local Government Act 2000. As a result on these occasions access rights are governed by the relevant legislation.

How do I gain access to the publication scheme?

The scheme is published as a printed document, which is available at council reception areas, One Stop Shops, local libraries, or through the Council's website www.denbighshire.gov.uk. Other versions are available on request, including:

- Braille
- Audio cassette

Where documents are published solely in English, in line with the Council's Welsh Language Scheme, a copy in Welsh will be available on request.

How do I obtain information through this publication scheme?

A full list of the publications available under each "class" contained in this publication scheme will become available on the council's website www.denbighshire.gov.uk and in council reception areas, One Stop Shops and local libraries, and will be updated regularly.

Many of the documents are available to download from the list available on our website. Other documents are available on request from the offices specified in the list, full addresses are as follows:

- **Caledfryn**, Council Offices, Smithfield Road, Denbigh, LL16 3RJ

- **Trem Clwyd**, Council Offices, Canol y Dre, Ruthin, LL15 1QA
- **Ty Nant**, Council Offices, Nant Hall Road, Prestatyn, LL19 9LG
- **Morfa Hall**, Council Offices, Church Street, Rhyl, LL18 3AA
- **Russell House**, Council Offices, Churton Road, Rhyl, LL18 3DP
- **Station Road**, Council Offices, Station Road, Ruthin, LL15 1YN
- **Wynnstay Road**, Council Offices, Wynnstay Road, Ruthin, LL15 1EJ
- **Yr Hen Garchar**, Council Offices, Clwyd Street, Ruthin, LL15 1HN

The information you require may be historical, and may therefore be available from the Denbighshire Record Office under their normal access arrangements. Web: www.denbighshire.gov.uk, post: Denbighshire Record Office, The Old Gaol, 46 Clwyd Street, Ruthin, LL15 1HP, phone: 01824 708250.

Unless otherwise stated, all information within this scheme relates to the currently available or published version.

Legislative papers such as acts, bills, white and green papers are accessible from the Stationary Office, web www.hmso.gov.uk, post : Enquiries, HMSO, St Clements House, 2-16 Colegate, Norwich, NR3 1BQ, phone : 0870 600 5522

Other places to look for general information about local government?

Your query on a local matter may subsequently involve a search for national, regional, or other consultative material produced by government, other public bodies, or voluntary sector organisations. You may receive advice on where to look by contacting the address below, your local library, Citizen's Advice Bureau, or through using a web search engine.

How do I find out about information you hold on me personally?

Individuals already have the right of access to information about themselves under the Data Protection Act 1998. To request this information please contact the Data Protection Officer, County Offices, Wynnstay Road, Ruthin, LL15 1EJ phone: 01824 706114

Who do I contact to find out more?

If you have a query about this publication scheme, the information available, or information held by the council generally, please contact:

Dept : **Public Relations Department**
 Address: Council Offices, Wynnstay Road, Ruthin, LL15 1YN
 Tel : 01824 706222 or 706125
 E-mail : dcc_pr@denbighshire.gov.uk
 Fax : 01825 707446

COUNCIL MATTERS

DEMOCRACY AND COUNCIL GOVERNANCE

Activities relating to the election of council representatives, the boundaries of the council districts and wards, the terms and conditions for councillors, and the election process and results of council elections.

The organisational structure of the County Council, its decision making processes, its systematic planning to define the corporate mission and determine methods of council operation, which includes the evaluation of strategies for service delivery and development of directions for future operations.

Class	Description of Class	Examples/Notes	Availability	Charge
Constitution	The constitution of the council	DCC Constitution as made under the Local Government Act 2000, published May 2002, amended 30 July 2002.	Website by 1/3/2003. Russell House.	Free from web. Charge for hard copy.
Wards	Ward, name number and boundaries		Website. Wynnstay Road.	Free from web.
Members	Public contact details of your local representative of the council. Includes members' allowances details.		Website. Wynnstay Road.	Free from web.
Register of interests	Members' disclosure of any involvement in organisations and income received from other bodies, which may affect their actions as council members.			
Statutory appointments	List of statutory appointments of the council.			
Representation	List of members and officers of the council representation on external bodies.			
Organisational structure	The management, structure and functions of the council.			
Council and Committee meetings – part 1	Agendas, meetings, minutes and reports relating to council decision making, scrutiny, and other processes open to the public.	<ul style="list-style-type: none"> • Minutes • Agendas • Associated reports 		
Decisions	Record of decisions made by cabinet members.		Website.	Free from web.
Policies, Strategies and Plans	The publicly available policies, strategies	<ul style="list-style-type: none"> • ICT Strategy 		

	and plans of the council including and not limited to the examples shown.	<ul style="list-style-type: none"> • Towns Strategy • Economic Regeneration Business Plan • Objective One Local Action Plan • E-Gov Strategy • Children Services Plan • Personal Services Business and Social Care Plan • Denbighshire Community Strategy 		
Charters	List of charters of the council.	<ul style="list-style-type: none"> • Charter and Code of Practice for Collection of Debts. • Public Protection Service Charter. • Planning Service Customer Charter 		
Electoral register	The list of people eligible to vote.	Access to and use of this information will be governed by the Representation of the People Act and regulations made under it.	Main libraries. Wynnstay Road. Yr Hen Garchar	
Election results	Results of county council and by-elections.		Website. Wynnstay Road.	Free from web.
Partnerships		<ul style="list-style-type: none"> • Community Strategies 		
Bye-laws	List of local bye-laws			

FINANCIAL MANAGEMENT OF THE COUNCIL

The function of managing the organisation's financial resources. Includes establishing, operating and maintaining accounting systems, controls and procedures, financial planning, framing budgets and budget submissions, obtaining and managing grants, managing funds and revenue from charging, trading and investment. Also includes the monitoring and analysis of assets to assist the delivery of economic and social services to government, industry and the community.

Class	Description of Class	Examples/Notes	Availability	Charge
Financial reporting	Statement of accounts.		Website. Wynnstay	Free from web.

			Road.	
Revenue and Capital Budgets	The overall expected spending of the council, including investment programmes and asset management.		Website. Wynnstay Road.	Free from web.
Internal Audit	Strategic and Annual Audit plans. Reports on council services performance, compliance and service delivery.	<ul style="list-style-type: none"> • Operational audits • System audits • Quality assurance audits • Service delivery audits 	Russell House.	
Fees and charges	Council fees and charges list	<ul style="list-style-type: none"> • Planning application fees • Car parking charges • Leisure centre charges • Room booking charges 	Website. Russell House.	Free from web.

PERSONNEL

Matters relating to employment opportunities, conditions of employment, and administration of personnel at the council. Includes selected internal policies relevant to council personnel.

Class	Description of Class	Examples/Notes	Availability	Charge
Job descriptions and person specifications (externally advertised posts)	The job description and person specifications for externally advertised posts.	<ul style="list-style-type: none"> • Contract Services vacancies • Culture and Leisure vacancies • Personnel vacancies • Schools vacancies 	Website.	Free from web.
Terms and conditions of employment	The general terms and conditions of employment with the council.			
Policies and codes of practice	Policies, codes of practice and guidelines for employees when conducting council business.	<ul style="list-style-type: none"> • Health and Safety at work policy • ICT policy • Codes of Practice • Code of Conduct for Local Government employees 		

NEWS AND NOTICES ABOUT YOUR COUNCIL

Information relating to council matters on a day to day basis. Includes press releases and emergency notices.

Class	Description of Class	Examples/Notes	Availability	Charge
Press releases	Information released to the media by the council.		Website. Wynnstay Road.	Free from website.
Emergency notices	Current information released to the public during an emergency situation affecting Denbighshire.		Website. Caledfryn.	Free.
Public consultation	Current public consultation documents/questionnaires.			
Public notices	Current public notices issued by the council.			
Newsletters and newspapers	Newsletters released with Council news. Includes internal departmental newsletters.	<ul style="list-style-type: none"> • Headlines newsletter • Grapevine – Planning Newsletter 	Website. Wynnstay Road.	Free.

COMMENTS AND COMPLAINTS ABOUT THE COUNCIL

Comments and complaints made about the council. Includes details of how to make a complaint, and a complaint form.

Class	Description of Class	Examples/Notes	Availability	Charge
Comments and complaints	Details of how to comment or complain about any council services.	<ul style="list-style-type: none"> • What to do if things go wrong? • Comments and Complaints form 	Website. Ty Nant.	Free.

CUSTOMER SERVICES

PLANNING AND DEVELOPMENT SERVICES

Council regulations and approval of building and development applications for specific properties. Includes heritage initiatives and conservation of historic buildings and the environment.

Class	Description of Class	Examples/Notes	Availability	Charge
Planning register	The consolidated listing of planning applications received by the council.	<ul style="list-style-type: none">• Register copies.	Trem Clwyd.	
Planning applications and decisions	The documentation associated with applications for permission consents, and the decision making process towards their approval or rejection.	<ul style="list-style-type: none">• Application forms and plans.• Background papers and reports.• Decision certificates.	Trem Clwyd.	No. Yes.
Planning enforcement notices	The documentation associated with alleged breaches of planning control.	<ul style="list-style-type: none">• Enforcement notices		
Conservation	The consolidated listing of historic buildings and sites. Includes townscape and heritage initiatives and grants.	<ul style="list-style-type: none">• List of buildings of historic and architectural interest• Townscape Heritage Initiative grants	Trem Clwyd.	
Preservation orders	Urban and rural landscape preservation orders. Includes tree preservation orders and hedge row preservation orders.	<ul style="list-style-type: none">• Tree preservation orders• Hedge row preservation orders	Trem Clwyd.	

COMMUNITY CARE AND PERSONAL SERVICES

Services provided by the council, or contracted by the council, or provided by other agencies, to assist individual requiring care and support. Includes welfare and benefit support information, and advice for carers.

Class	Description of Class	Examples/Notes	Availability	Charge
Children services	Information available relating to children services provided by the council, or other agencies.			

Youth services	Information available relating to youth services provided by the council. Includes details of youth clubs and initiatives in the area.			
Older people	Information as to advice and support provided by the council or other agencies for matters relating to older people. Includes personal care advice, provision of disability equipment, day care and residential care, and advice and support for carers.			
Community living	Information as to advice and support provided by the council or other agencies regarding care in the community. Includes help and support advice for people living with learning disabilities, mental health disabilities, physical disabilities, visual impairments, living with HIV/AIDS and their carers.			
Health and wellbeing	Information as to advice and support provided by the council or other agencies for matters of health and wellbeing. Includes help and advice for people who misuse drugs or alcohol and their carers.			
Welfare rights and benefits	Information as to advice and support provided by the council or other agencies regarding benefit claims or appeals.			
Registration Services	Procedures and contact details for registering a birth, marriage or death.	Includes list of approved premises for civil weddings.	Website. Wynnstay Road.	Free.

EDUCATIONAL AND INFORMATION SERVICES

Educational and information services and facilities provided by the council to local residents and the wider community. Includes school services, and library and archive services.

Class	Description of Class	Examples/Notes	Availability	Charge
School details	Listing of primary, secondary and special schools and colleges in the local area. Includes school term and holiday dates, and information relating to new school admissions, and school transport.	<ul style="list-style-type: none"> • Schools information • Admissions to schools • School holiday dates • School meals • School trips • School transport 	Website. Caledfryn.	Free.
Education performance	Education performance information gathered by the council and LEA and published in conjunction with other agencies.	<ul style="list-style-type: none"> • Annual Results for Denbighshire • Annual National Curriculum Assessments of 7,11,14 year olds by Local Education Authorities 	Website. Caledfryn.	Free.
Special Education	Information relating to special education needs support and contact details.		Website. Caledfryn.	Free.
Library details	Comprehensive information of opening hours, contact details, and specific services provided by local libraries. Includes details of joining the Denbighshire library network, and a list of library charges.	<ul style="list-style-type: none"> • Corwen library • Denbigh library • Llangollen library • Prestatyn library • Rhyl library • Ruthin library • St Asaph library • Mobile library routes 	Website. Yr Hen Garchar	Free.
Library catalogue	The consolidated listing of books and magazine resources available to the public.		All libraries.	Free.
Mobile library details	Information regarding the mobile library service provided to local people. Includes listings of times and places the mobile library is due to call.		Website. Yr Hen Garchar	Free

Archive service details	Comprehensive information of opening hours, contact details and specific services provided by the archives service. Includes search room rules, details of copying service, and details of the postal research service. (N.B. Publications for sale are to be found under the "Publications" class.)	<ul style="list-style-type: none"> • Research Service leaflet • Search room rules • Record Office leaflet (<i>includes opening hours, location details, and general information</i>). 	Website. Yr Hen Garchar	Free.
Archive collections	Information about the archives held. Includes catalogues, finding aids and indexes on how to use the archives.	<ul style="list-style-type: none"> • Subject and Place index • Personal name index • Guide to collections 	Website. Yr Hen Garchar	Free to view.

CULTURE, LEISURE AND TOURISM SERVICES

Culture, leisure and tourism services and facilities provided by the council to local residents and the wider community. Includes leisure and sporting facilities, countryside services, museums, theatres and arts services and facilities in the local area.

Class	Description of Class	Examples/Notes	Availability	Charge
Tourist information	General information for tourists about the local district. Includes contact details for Tourist Information Centres (TIC's).	<ul style="list-style-type: none"> • Promotional literature 	Website. Trem Clwyd	Free.
Museum service details	Comprehensive information of opening hours and contact details of museums in the area.	<ul style="list-style-type: none"> • Promotional literature 	Website. Yr Hen Garchar	Free.
Countryside service details	Comprehensive information of countryside services and facilities in the area. Includes details of local archaeology, trails and walks, and access and rights of way.	<ul style="list-style-type: none"> • Promotional literature 	Website. Yr Hen Garchar	
Leisure centre details	Comprehensive information of leisure and sport facilities in the area. Includes opening hours and contact details.		Website. Yr Hen Garchar	Free.
Theatre details	Comprehensive information of opening hours, contact details and events guide of local theatres in the area.	<ul style="list-style-type: none"> • Promotional literature 	Website. Yr Hen Garchar	Free.

Arts and crafts information	Comprehensive information of arts and crafts events in the area. Includes current information on visual arts, small scale theatre, dance, and literary events.	<ul style="list-style-type: none"> Promotional literature 	Website. Yr Hen Garchar	
Clubs and societies	Listing of clubs and societies available in the local area.	<ul style="list-style-type: none"> Community Information database 	Website. Yr Hen Garchar	
Towns and attractions	Brochures, guides and maps on selected towns in the area.	<ul style="list-style-type: none"> Promotional literature 	Trem Clwyd.	

ROAD AND TRANSPORT SERVICES

Services provided by the council, or contracted by the council, to maintain and develop road and transport services in the local area. Includes services contracted out by the council.

Class	Description of Class	Examples/Notes	Availability	Charge
Public transport	Information relating to public transport services provided or contracted out by the council for the local area.	<ul style="list-style-type: none"> Bus timetables Bus pass scheme 	Website. Caledfryn.	
Road works	The current and scheduled road works bulletins for the local area.		Website. Caledfryn.	
Car parks	Details of public car parks in the local area. Includes rates and charges for parking.		Website. Caledfryn.	
Traffic orders	The statutory notice given to warn the public on the change of the status of a public highway.			
Road safety	Scheme and initiatives being introduced to reduce road casualties. Includes partnership initiatives with other local authorities and the Road Safety Council for Wales.	<ul style="list-style-type: none"> Denbighshire County Council Road Accident annual report 	Website. Caledfryn.	
Taxi licence holders	Lists of persons holding hackney carriages or private hire licences issued by the council.		Website. Wynnstay Road.	

HOUSING SERVICES

Services provided by the council, or contacted by the council, to maintain and develop local housing. Services include private and public sector housing, and housing grants.

Class	Description of Class	Examples/Notes	Availability	Charge
Housing grants				
Housing benefits				
Private housing				

PAYMENTS AND BENEFITS

Financial services provided by the council to local residents. Includes council tax, payments of debt, grants and benefits. *(For grants and benefits relating to housing, see "Housing Services".)*

Class	Description of Class	Examples/Notes	Availability	Charge
Council tax	Details of council tax bands, exemptions and reductions.	<ul style="list-style-type: none">• Tax bands• Exempt dwellings• Reductions for disabilities	Website. Russell House.	Free.
Benefit fraud details	Details of reporting benefit fraud to the Council.	<ul style="list-style-type: none">• Investigations hotline details	Website. Russell House.	Free
Payments to the council – details	Details of payment methods to the Council, including Council Tax payments, payment of rental charges, or parking fines.	<ul style="list-style-type: none">• How to pay money to the council• Cash offices	Website. Wynnstay Road.	Free.
Payments by the council – details	Details of the Council's payments methods to suppliers, including contact details.	<ul style="list-style-type: none">• How the Council pays its suppliers	Website. Wynnstay Road.	Free.

ENVIRONMENTAL AND PUBLIC HEALTH SERVICES

Services provided by the council, or contracted by the council, to protect public and environmental health. Includes refuse collection services, street cleaning, grounds and building maintenance, and recycling facilities in the area.

Class	Description of Class	Examples/Notes	Availability	Charge
Public conveniences	Information relating to opening hours and facilities at Denbighshire public conveniences.			
Environmental services		<ul style="list-style-type: none"> • Abandoned vehicles • Burial of destitute persons • Filthy and verminous premises/people • Licensing and registration • Pest control • Accumulations and fly tipping • Dog control • Land and odour pollution • Markets • Private drainage/septic tanks 		
Trading standards		<ul style="list-style-type: none"> • Consumer advice 		
Recycling		<ul style="list-style-type: none"> • 		

BUSINESS SERVICES

Business Support and Promotion

Financial and professional support and advice to local businesses and stimulate inward investment by marketing the county nationally and internationally. Includes advice on European matters, including Objective 1 issues within Denbighshire, as well as for the promotion and development of tourism within the County.

Class	Description of Class	Examples/Notes	Availability	Charge
Grants	Information as to financial advice and support available to businesses within Denbighshire.	<ul style="list-style-type: none"> • Business Development Grant • Denbighshire Marketing Grant • Denbighshire Enterprise Grant • Computers for Farmers 	Website. Trem Clwyd.	Free
Regulations	Information and advice regarding statutory and legal obligations on businesses.	<ul style="list-style-type: none"> • Environmental Health • Licensing • Trading standards 	Website. Wynnstay Road.	Free.
Partnerships	Information on partnership projects to stimulate business investment in Denbighshire.	<ul style="list-style-type: none"> • North West Wales Employment Zone 	Website. Trem Clwyd	Free.
European funding	Information and advice on the provision of sources of funding.	<ul style="list-style-type: none"> • Objective 1 		
Local statistical profiles	Information available relating to local statistical profiles. Includes census of population profiles, estimates and projections.	<ul style="list-style-type: none"> • Statistical profiles of County and main towns • Census of population profiles • Population estimates and projections • Deprivation statistics 	Website. Caledfryn.	Free.

REPORT TO CABINET**AGENDA ITEM NO: 7 [CABINET 2002 - 199]****Report by:** Chief Executive**DATE:** 17 December 2002**SUBJECT:** Further Delegations to the Chief Executive**1. Decision Sought**

- 1.1 To delegate to the Chief Executive authorisation of staff to undertake various roles on behalf of the Council.
- 1.2 To delegate to the Chief Executive various functions in emergency planning regulations.

2. Reason for Seeking Decision

- 2.1 Historically, named staff have been authorised to undertake particular roles on behalf of the Council. This is something of an anomaly given that, in the vast majority of cases, Members are no longer involved in appointing staff and play no role in assessing their capability or performance. We need to modernise the arrangements, reflecting that senior managers are well placed to judge whether individuals have sufficient skills and training to undertake the roles concerned. Cabinet agreed on 16 July 2002 that "future authority to nominate officers to sign correspondence, to issue notices and to represent the Council in the County Court upon Council Housing Rents matters, pursuant to the Housing Act 1985, be delegated to the Chief Executive". It is appropriate to wrap this up in a more general delegation that would cover a number of current and future demands for authorisation. Examples of authorisations that would be covered (this is not necessarily a comprehensive list) are:

- 2.1.1 authorising officers (e.g. trainee solicitors) to prosecute, defend or appear on the council's behalf in the Magistrates Court, even if they do not hold a current practising certificate, under section 223 of the Local Government Act 1982;

- 2.1.2 appointing Approved Social Workers, for a period of up to five years, under the provisions of section 114 of the Mental Health Act 1983;

- 2.1.3 authorising officers to sign correspondence, to issue notices and to represent the Council in the County Court upon Council Housing Rents matters, pursuant to the Housing Act 1985

- 2.1.4 authorisation of staff to represent the Authority in the Magistrates Court in respect of matters concerning local taxation arising under section 223 of the Local Government Act 1972.

- 2.2 The Cabinet delegated to me on 18 June 2002 "any decision, whether it is normally the responsibility of the Cabinet, a Cabinet committee or individual Cabinet Member, where the decision has to be taken immediately in response to a major civil emergency as defined in the Major Emergency Management Plan". In addition to this, it would be appropriate to formalise delegation to me of various functions that are imposed on the council by emergency planning regulations:

Civil Defence (General Local Authority Functions) Regulations 1993 - preparation, exercise and implementation of plans for civil defence purposes, including complying with directions from the designated Minister

Public Information for Radiation Emergencies Regulations 1992 - supplying information to the public in the event of a radiation emergency involving transport of radioactive substances

Pipelines Safety Regulations 1996 - preparation of and charges for a plan in respect of a major accident hazard pipeline

Control of Major Accident Hazards Regulations 1999 - preparation, testing and charges for off-site emergency plan for major accident hazards

Radiation (Emergency Preparedness and Public Information) Regulations 2001 - preparation of, testing and charges for off-site emergency plan and supplying information to the public in the event of radiation emergencies involving premises.

3. Cost Implications

Nil - allows most effective use of staff employed by the council, and enables the council to meet its statutory duties.

4. Financial Controller Statement

4.1 There are no obvious financial implications resulting from the content of the report.

5. Consultations Carried Out

5.1 Heads of service have been asked to identify examples of authorisations - those notified to date are listed in paragraph 2.1.

6. Implications on Other Policy Areas Including Corporate

6.1 Modernisation agenda.

7. Recommendations

7.1 That the Cabinet delegates to the Chief Executive authorisation of staff to undertake particular roles on behalf of the Council, where such authorisation is an executive function. The delegation shall include but not shall not be limited to the authorisations mentioned in paragraph 2.1.

7.2 That the Cabinet delegates to the Chief Executive the functions under the emergency planning regulations listed in paragraph 2.2.

AGENDA ITEM NO: 8 [CABINET 2002 - 200]

REPORT TO: CABINET

REPORT BY: LEADER

DATE: 17 December, 2002

SUBJECT: COMMUNITY STRATEGY-DISTRICT AUDIT DIAGNOSTIC

1. DECISION SOUGHT

1.1 To receive the Diagnostic by the District Auditor and endorse the actions taken so far in developing a community strategy for Denbighshire, and

1.2 Approve the Action Plan (see Appendices)

2. REASONS FOR SEEKING DECISION

2.1 The statutory deadline for the Council and its partners to produce the Denbighshire Community Strategy is May 2004, and the District Auditor acknowledges that the positive approach adopted in Denbighshire is built on the range of work undertaken in recent years on the establishment of strategic partnerships, agreeing partnerships with other agencies and building on other successful initiatives e.g. Crime and disorder, Best Value etc.

2.2 The diagnostic acknowledges the work already undertaken. We regularly meet our Strategic Partners and are in the process of agreeing the framework for community planning in Denbighshire. The first meeting of the Strategic Partnership is scheduled for January 2003. Denbighshire is therefore well into the process and plans are advancing for a comprehensive consultation exercise with the assistance of our partners and this should take place in the Spring. The views expressed by the community will inform the partners in formulating the future vision of the County for the next ten to fifteen years. Other vital components in the process are Area Partnerships.

2.3 The District Auditor, whilst acknowledging the positive achievements so far, makes recommendations to ensure that an effective strategy and County Strategic Partnership continue to be developed in Denbighshire. Certain recommendations on priorities are made on which the Council as lead authority should focus:-

- Develop the rules of operation and supporting infrastructure for the County Strategic Partnership;
- Clarify how officers and Members will be engaged in the preparation of the Strategy and ensure that these arrangements facilitate full community involvement in the process;

- In completing the partnership mapping exercise, ensure that comprehensive information on current partnerships , membership, terms of reference, strategies and outcomes is collected;
- Identify needs for staff and Member training and development and prepare an action plan to meet those needs;
- Develop an action plan to develop the community strategy in conjunction with partners, setting out specific actions and timescales, assigning clear roles and responsibilities and identifying resource implications;
- Determine main community needs through comprehensive community profiling;
- Undertake an audit of current service provision against needs analysis;
- Address issue of building capacity within the wider community.

2.4 The above recommendations are linked to an agreed Action Plan and Members are asked to respond to them all , and agree the officer responsibilities and timescales involved.

3. COST IMPLICATIONS

3.1 Staff costs are currently within existing budgets.

4. FINANCIAL CONTROLLER

4.1 There are no immediate financial implications obvious from the content of the report. Any increased costs will need to be contained within the relevant service budget with any future proposals leading to increases being the subject of a bid for additional resources at the appropriate budget setting time.

5. CONSULTATION

5.1 Chief Executive and Corporate Directors.

6. IMPLICATIONS FOR OTHER POLICY AREAS

6.1 The Community Strategy Process will impact on all policy areas of the County Council.

7. RECOMMENDATIONS

7.1 To receive the Diagnostic by the District Auditor and endorse the actions taken so far in developing a community strategy for Denbighshire; and

7.2 To approve the Action Plan and officer responsibilities.

audit 2001/2002

Preparing a Community Strategy

Denbighshire County Council

ACTION PLAN



DISTRICT AUDIT

Reference:	NW137A2002apfinal
Author:	John Weston
Date:	November 2002

The Authority is invited to respond to all our recommendations listed in this action plan.

Ref	Priority recommendation	Authority's response	Officer responsible	Timescale
R1	Develop the rules of operation and supporting infrastructure for the CSP and the area partnerships.	Progress is being made with broad principles agreed. Detailed operational rules need to be drawn up.	SH/ED	May 2003
R2	Clarify how Members and officers will be engaged in the preparation of the strategy and ensure that these arrangements facilitate full community involvement in the process.		SH/ED	January 2003
R3	In completing the partnership mapping exercise, ensure that comprehensive information on current partnerships, membership, terms of reference, strategies and outcomes is collected.	This is ongoing.	SH	May 2003
R4	Identify needs for staff and Member training and development and prepare an action plan to meet those needs.	This is ongoing.	SH	Ongoing
R5	Develop an action plan to develop the community strategy in conjunction with partners, setting out specific actions and timescales, assigning clear roles and responsibilities and identifying resource implications.	Initial assessment to be carried out by area managers.	SH/ED	May 2003
R6	Determine main community needs through comprehensive community profiling.	Will need to coincide with the development of the community strategy documentation.	SH	May 2003
R7	Undertake an audit of current service provision against needs analysis.	As above.	SH	May 2003
R8	Address issue of building capacity within the wider community.	To be developed.	SH	May 2003

Preparing a Community Strategy

Denbighshire County Council

INSIDE THIS REPORT

PAGES 3 - 4

Summary Report

- Introduction
- Background
- Objectives and scope
- Audit approach
- Main conclusions
- The way forward

PAGES 5 - 14

Appendices

- Making a start
- Establishing a Community Strategies Partnership Board or Executive
- Defining and involving local communities
- Internal management arrangements
- Reference documents

ACTION PLAN



DISTRICT AUDIT

Reference:	NW137A2002final
Author:	John Weston
Date:	November 2002



Status of our reports to the Council

Our reports are prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission. Reports are prepared by appointed auditors and addressed to non-Executive Directors/ Members or officers. They are prepared for the sole use of the audited body, and no responsibility is taken by auditors to any Director/Member or officer in their individual capacity, or to any third party.

Introduction

Part one the Local Government Act 2000 (the Act) came into force on 18 October 2000. As a result, local authorities are now required to prepare a community strategy under Section 4 of the Act. Final statutory guidance from the Welsh Assembly Government on the preparation of community strategies was published in early July 2001. Final guidance on the new power of local authorities to promote the economic, social and environmental wellbeing of an area has also been published. Guidance on developing Community Strategy Partnerships (CSP) is awaited. Recent legal changes therefore provide a new framework within which local authorities can exercise community leadership.

Local authorities are at different stages in their preparations of a community strategy. Some authorities have published community plans, while others have yet to start, but although the WAG has not set a deadline for completing a community strategy, all local authorities are expected to have the key components of a strategy in place before the next Council elections.

Background

Denbighshire County Council is in the process of developing its approach to community planning. In doing so, the Authority and its partners are building on:

- the range of work undertaken in recent years on the establishment of strategic partnerships
- agreeing partnerships with other agencies
- other initiatives including crime and disorder panels and Best Value.

Objectives and scope

The aim of this diagnostic is to help the Authority assess its arrangements to prepare a community strategy in the light of the statutory guidance. Our work is only concerned with the preparation of a community strategy. It does not cover the Authority's plans to use the power to promote the economic, social and environmental wellbeing of its area although reference is made to this power.

By using a diagnostic approach across Wales, we aim to offer the following benefits:

- provide the Authority with an assessment of current arrangements
- identify priorities for action
- assess progress relative to other authorities
- support the collation and sharing of good practice examples.

Audit approach

The diagnostic was completed through discussions with key officers involved in community planning. This process was designed to work through the relevant statutory requirements to assess the strengths and weaknesses of current preparations.

We would like to thank all those officers who contributed to the completion of the diagnostic.

Our main conclusions are summarised below. More detailed findings are set out in the diagnostic worksheets at Appendix 1.

Main conclusions

The Authority is at the early stage of producing a community strategy and developing a CSP.

The Authority created and held its first meeting of the Partnership Board in November 2001 where common issues were raised and a timetable agreed. Following this, work has commenced on mapping existing strategies and initiatives of partners and a group of policy officers from North Wales authorities has been formed to share ideas and information. The Board has agreed to progress at a local level with four area partnerships which will discuss and develop local issues, feeding into an overall community strategy. Work has already been done to provide a framework for developing the community strategy in Denbighshire. To ensure that an effective strategy and CSP are developed, the Authority needs to focus on the following key priority areas for action.

Recommendations are listed in order of priority

R1	Develop the rules of operation and supporting infrastructure for the CSP and the area partnerships.
R2	Clarify how Members and officers will be engaged in the preparation of the strategy and ensure that these arrangements facilitate full community involvement in the process.
R3	In completing the partnership mapping exercise, ensure that comprehensive information on current partnerships, membership, terms of reference, strategies and outcomes is collected.
R4	Identify needs for staff and Member training and development and prepare an action plan to meet those needs.
R5	Develop an action plan to develop the community strategy in conjunction with partners, setting out specific actions and timescales, assigning clear roles and responsibilities and identifying resource implications.
R6	Determine main community needs through comprehensive community profiling.
R7	Undertake an audit of current service provision against needs analysis.
R8	Address issue of building capacity within the wider community.

The way forward

This diagnostic is intended to help the Authority take forward community planning within Denbighshire. We have identified a number of areas in which the Authority and its partners need to take action to ensure an effective and timely response to the development of the community plan and the CSP. We are collating examples of approaches from other authorities that may help you in tackling these issues. These include:

- the publication of a Good Practice Guide
- the publication of a national report giving a rounded picture across Wales
- an all-Wales seminar with a focus on best practice.

We would be happy to discuss the findings of the diagnostic in more detail. We can also provide immediate support with partnership mapping and awareness raising for key stakeholders.

We do not expect a formal response to the diagnostic at this stage, but we will continue to monitor progress during the next few months. Further assistance by District Audit in the preparation of the community strategy was raised during discussions with officers. If you are interested in further audit work to support your preparations, please contact your Audit Manager, Delyth Morris.

Making a start

	Issue	Indicative questions	Conclusions	Related priority action
1.1	Has the Authority formally considered the requirement to prepare a community strategy?	<p>Has a report on community strategies been submitted to the appropriate Members?</p> <p>Have senior officers considered a report on the new requirement?</p> <p>How does the Authority intend to use the new 'wellbeing' power?</p> <p>How does the Authority intend to use local policy agreements?</p>	<p>All discussion on community strategy has been held through a modernising panel comprising key members of the Authority.</p> <p>Senior officers have also been leading the approach to community strategy including an away day for Directors and Heads of Service. This work has led to the agreement of adopting a 'Community Strategy Partnership development group', with Members acting as representatives of the Authority. This was agreed at a Cabinet meeting on 5 June 2002.</p> <p>This remains to be resolved.</p> <p>The Authority has a policy agreement with the WAG. The agreement sets out prime indicators and targets in the policy areas of better opportunities for learning, better health and wellbeing, a better stronger economy and a better quality of life. The policy agreement is already linked to the development of a community strategy for Denbighshire. However, there has been no progress in developing local policy agreements with local agencies.</p>	
1.2	Has the Authority a plan for its role in preparing a community strategy?	<p>Has the Authority considered what would be a realistic timetable for preparing the first strategy?</p> <p>Has a project plan been prepared with specific actions and timescales?</p>	<p>A draft timetable was agreed at the first meeting of the County Development Board. It is anticipated that a draft community strategy will be published in autumn 2003.</p> <p>Beyond the above timetable, there is no specific project plan.</p>	

	Issue	Indicative questions	Conclusions	Related priority action
1.3	Has responsibility for the preparatory work for community strategy been assigned?	<p>Which Members are taking a lead in this work?</p> <p>Is there a senior officer with responsibility for leading the preparatory work?</p> <p>Have supporting staff been identified?</p>	<p>The Authority has adopted the Leader/Cabinet option. The Leader has been allocated responsibility for community strategy.</p> <p>The Assistant Chief Executive (Strategy) is responsible for community planning, supported by a principal policy officer and, at present, two area partnership managers.</p> <p>See note above. An informal recognition of resources required has been undertaken, however, meeting the need for effective support to the process is seen as a major hurdle to the effective development of a community strategy.</p>	<p>2</p> <p>3</p> <p>3, 6</p>
1.4	How will the Authority undertake an audit of current community activity?	<p>What information does the Authority already hold on what public, private and voluntary organisations are doing locally?</p> <p>How will it identify gaps in information and devise ways to fill these?</p>	<p>A partnership mapping exercise is currently underway which will also identify information sources. This work is being undertaken by a seconded officer from the local Voluntary Services Council.</p> <p>The seconded officer mention above will contact the partner or service concerned.</p>	4
1.5	Is the Authority able to prepare an analysis of needs and resources?	<p>What information does the Authority have on local needs and how public sector resources are deployed to meet these?</p> <p>What are the potential gaps in information and how can partners help to fill them?</p> <p>Has the Authority considered community profiling and if so what model?</p>	<p>The concept of area partnership is being introduced, with the four Corporate Directors each having responsibility for an area within Denbighshire.</p> <p>See note above.</p> <p>Methods are under consideration and will be discussed by the Board.</p>	<p>3, 7</p> <p>8</p>

	Issue	Indicative questions	Conclusions	Related priority action
1.6	What resources are needed to prepare a community strategy?	<p>What will be the demands on the Authority's staff in preparing a community strategy?</p> <p>Have training and development needs been identified especially in relation to community involvement?</p> <p>What other costs are likely to be incurred?</p> <p>Has the Authority considered seconding from partner agencies to assist with preparations?</p>	<p>While responsibility for community strategy is held by the Assistant Chief Executive (Strategy), there are no officers dealing with the strategy full time.</p> <p>A principal policy officer within the policy unit of the Chief Executive's department is undertaking day to day work, and will be assisted by four area partnership managers.</p> <p>It is acknowledged that training and development for staff and Members will be required. No detailed study of needs has been undertaken.</p> <p>This is premature. It is anticipated that bids for revenue growth will be made for the 2003/2004 budget.</p> <p>The proposal to create stand alone community partnership units staffed by secondees from partners is currently being investigated.</p>	<p>3</p> <p>5</p> <p>6</p> <p>1</p>

Establishing a Community Strategies Partnership Board or Executive

	Issue	Indicative questions	Assessment	Related priority action
3.1	Has the Authority identified key partners who will be involved in developing a community strategy?	<p>Which will be the key public sector partners in the partnership?</p> <p>How will the voluntary sector be involved?</p> <p>How will local businesses and communities and regional bodies such as the regional development agency be involved?</p> <p>Will existing partners have a role in setting up the partnership?</p> <p>How will the Authority communicate the new requirements to partners?</p>	<p>The first meeting of the Board included representatives from North Wales Police, North Wales Health Authority, a Local Health Group, Conwy & Denbighshire NHS Trust, Denbighshire Voluntary Services, Denbighshire Association of Local Councils and the Welsh Development Agency (WDA).</p> <p>Primarily through Denbighshire Association of Voluntary Organisations (DAVO). Other community agencies are also being approached. The Authority has also set up a voluntary sector liaison group to facilitate joint strategic planning.</p> <p>The WDA are members of the Board. However, there are problems in making effective contact with the small local business community.</p> <p>This has already happened.</p> <p>See above. The partnership has already met and discussed Members roles and responsibilities, but formal agreement is still required.</p>	<p>1</p> <p>8</p> <p>1</p>
3.2	Has the Authority considered links with local community councils?	How will local community councils be involved?	The Chairman of the Denbighshire Association of Local Councils is a member of the Board.	
3.3	Can the Authority rationalise current strategic planning processes and partnerships?	<p>Has the Authority reviewed existing planning and partnership structures?</p> <p>Has it involved partners in dialogue on rationalising existing arrangements?</p>	<p>This is currently underway.</p> <p>This will follow once existing structures have been mapped.</p>	<p>4</p> <p>4</p>

	Issue	Indicative questions	Assessment	Related priority action
3.4	Will representatives have the appropriate delegated authority?	Will representatives have the authority to speak for their organisations, agree the strategy and commit resources to it?	The Leader has lead responsibility. At this stage, it is not possible to say what arrangements other partners will make. A difficulty facing the partnership is that representatives cannot commit to actions without referring to their own management boards.	2, 7
3.5	What should be the rules of operation for the CSP Board or Executive?	<p>How should the partnership be structured, for example, will there be working groups and process support?</p> <p>How will their views influence or inform decisions?</p> <p>Will partners have an equal voice in decisions and how will differences be resolved?</p> <p>How will the partnership be chaired and serviced?</p> <p>Will the partnership be able to commission activity, such as surveys, to support its work?</p>	<p>This has yet to be agreed.</p> <p>This has yet to be developed.</p> <p>This has yet to be developed.</p> <p>This has yet to be developed.</p> <p>This has yet to be developed.</p> <p>It will be essential to produce clear terms of reference for all elements of the partnership structure.</p> <p>If the concept of area partnerships feeding into an overall community strategy is agreed, this will require clear guidance and terms of reference and resource support to be effective.</p>	<p>1, 7</p> <p>1, 7</p> <p>1, 7</p> <p>1, 7</p> <p>1, 7</p>
3.6	How will the effectiveness of the partnership be evaluated?	<p>How will the partnership review its effectiveness?</p> <p>How will partners and the community contribute to the review process?</p>	<p>The Board will report on its own effectiveness, and the area partnerships will be expected to review and influence the strategy.</p> <p>See note above.</p>	<p>1</p> <p>1, 3</p>

Defining and involving local communities

	Issue	Indicative questions	Assessment	Related priority action
4.1	Has the Authority defined its local communities?	Has the Authority considered how to define communities of place?	The Authority will be divided into four areas, although the boundaries of these areas still have to be agreed.	8
		Has the Authority considered the significant communities of interest in its area?	Area partnerships, when formed, will take communities of interest into account.	8
		How are these communities represented locally?	This has not yet been considered.	8
		Do any of these communities cross the Authority's boundaries?	Only marginally.	8
4.2	Has the Authority reviewed its existing processes for community involvement?	Which current processes are most successful in securing community involvement? Do some processes discriminate against the involvement of specific communities? Are there opportunities to rationalise processes?	The Authority has experience in a number of areas, for example the children and young person's initiative. It is also using other methods of consultation including its Denbighshire 500 citizen's panel. The Authority has positively recognised the need to be inclusive in all its areas of activity as part of its policy agreement with the WAG.	8

	Issue	Indicative questions	Assessment	Related priority action
4.3	Does the Authority have a strategy for community involvement?	<p>Has the Authority set out how communities should be involved in establishing both long-term vision and short-term priorities for action? Has the Authority considered the need for new techniques for engaging communities?</p> <p>How does the Authority plan to build community capacity for involvement?</p>	<p>In draft form only. A large amount of consultation is undertaken by the Authority and this should be reviewed as part of the partnership. Area partnerships will be key to this.</p> <p>This is an important element of the work and it is essential that communities are engaged in the process of developing the community strategy from an early stage. The Authority should build on good practice of other authorities and from its own experience in other projects.</p>	8
4.4	Has the Authority considered how to involve hard to reach groups?	<p>Has the Authority identified hard to reach groups?</p> <p>Has the Authority considered new ways to engage such groups?</p> <p>Has it sought the help of partners in this?</p>	<p>This is addressed within individual strategies. Also, the Authority has considerable experience of identifying hard to reach groups through its work in West Rhyl. It is not clear whether this work can be replicated in other, more rural parts of the county.</p> <p>This element of the process should be covered in a report and action plan to be presented to Council.</p>	8 8
4.5	What role will the CSP Board or Executive play in involving communities?	<p>How will partners help develop community involvement?</p> <p>How will partners ensure consistent approaches to community involvement?</p>	To be developed. It is anticipated that the work of partners will facilitate this element of the strategy. This will need to be agreed at the Board and a formal reporting procedure adopted.	
4.5	Has the Authority considered the potential role for local communities in implementing the strategy?	<p>What communities are currently involved in delivering local services or activities?</p> <p>Does the Authority include the potential role of local communities in delivering actions in its dialogue with communities?</p>	<p>So far, the Authority has agreed a protocol with its town and community councils which includes circumstance where a town or community council can take over or manage a local facility or service.</p> <p>The engagement of other community and interest groups needs to be addressed.</p>	

Internal management arrangements

	Issue	Indicative questions	Assessment	Related priority action
6.1	Has the Authority clarified internal roles and responsibilities?	<p>Are there appropriate structures to develop and support the community planning process? What are they?</p> <p>Is it clear where lead responsibility sits within the officer structure?</p> <p>Are all services appropriately engaged in the process?</p>	<p>A report has been produced clarifying roles and responsibilities.</p> <p>At present, the Corporate Director (Environment) is the corporate lead with the Assistant Chief Executive taking operational responsibility.</p> <p>Services are not specifically engaged at this stage in the process.</p>	
6.2	Are Members engaged in the community planning process?	<p>Is there a senior Member with responsibility for community planning?</p> <p>Are arrangements in place to report to Members both within and outside the Executive?</p> <p>Do all Members have an opportunity to contribute to the process, especially through their local representative function?</p>	<p>See above.</p> <p>As noted earlier, Members will participate in the four area partnerships. Progress reports are produced as required.</p> <p>The proposed arrangements should provide much opportunity for Member involvement. The challenge will be to ensure that the level of Member involvement does not weaken or conflict with the role of strategic partners.</p>	

	Issue	Indicative questions	Assessment	Related priority action
6.3	Has the Authority identified the resource implications of preparing a community strategy?	<p>Have current commitments been costed and estimates made of the implications of the new requirements?</p> <p>Do staff have appropriate skills to support the community planning process? Have training and development needs of both officers and Members, particularly with regard to community involvement, been identified?</p> <p>Are timescales for activities realistic?</p>	<p>No costings have been made. However, it is clear that there will be a substantial training and development need for officers and Members.</p> <p>These issues must be covered in the report and action plan to be presented to Council.</p> <p>The Authority has a draft timetable but there is a need for an action plan with timescales for implementing the strategy. Without agreement on resourcing and procedures the dates may need to be revised.</p>	<p>3, 5</p> <p>5</p> <p>3, 6</p>
6.4	Has the Authority undertaken an audit of community activity?	<p>Has there been an audit of current activities to assess how they contribute to the strategy (or is one planned)?</p> <p>What gaps in current provision have been identified?</p> <p>Have the Authority and its partners considered whether current services match the strategy?</p>	<p>To be undertaken.</p> <p>As above.</p> <p>As above.</p>	8

Reference documents

Denbighshire County Council Committee and Officer Structure (TBC)

Minutes of Operations Management Board (13 December 2001)

Council Minutes (April 2002) (to be confirmed)

Denbighshire County Council Performance Plan 2001 - 2002

Minutes of meetings with partners (8 November 2001)

Minutes of Modernising Panel (July 2001)

REPORT TO CABINET

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

DATE: 17 December 2002

SUBJECT: Revenue Budget 2002/03

1 DECISION SOUGHT

That in the light of the latest budget performance figures for the current financial year Members support the requirement for remedial action to be taken within the Lifelong Learning Directorate to remove the 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 projections undertaken for 2002/03 at the end of the November accounting period identify a potential overspend by the year end of £324k (£150k at the end of October). 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 remains in excess of budget. The excess has risen significantly since the last budget report was presented to Cabinet in November. Action is required to be taken within the Directorate 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 a report is presented to the next Cabinet meeting identifying measures aimed at reducing the projected overspend within the Lifelong Learning Directorate 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 NOV 2002

Directorate	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Nov 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Nov 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Lifelong Learning (excluding schools delegated)	9,767	6,821	-2,946	15,065	15,256	15,700	444	270
Environment	10,692	9,957	-735	16,768	16,991	16,991	0	0
Personal Services	15,731	15,224	-507	23,297	23,532	23,532	0	0
Chief Executive	1,620	1,328	-292	2,244	2,298	2,298	0	0
Resources	4,077	4,026	-51	4,543	4,580	4,580	0	0
Corporate, Miscellaneous & Benefits	8,419	8,130	-289	3,097	3,220	3,220	0	0
	50,306	45,486	-4,820	65,014	65,877	66,321	444	270
Non - Service Items:								
Contingency				1,720	166	166	0	0
Capital Financing Charges				11,144	11,137	11,137	0	0
Precepts & Levies				4,130	4,130	4,130	0	0
Contribution to Balances				1,000	1,000	1,000	0	0
NNDR Savings							-120	-120
	83,008	82,310		83,008	82,310	82,754		
						Total Variance	324	150

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

	- Year to Date -			- 2002/03 Totals -					
	Budget Profile	Actual to end Nov 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Nov 2002	Projected Outturn	Variance (Increase/ - Saving)		Projected Variance (Previous Report)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s		£000s
Individual Schools Budget	26,216	24,452	-1,764	35,527	36,224	36,164	-60	-60	
School Funds Held Centrally	5,612	3,135	-2,477	9,004	9,202	9,623	421	240	
Non school Funding	71	99	28	172	172	170	-2	-2	
Leisure Services	2,035	1,705	-330	2,701	2,707	2,732	25	32	
Culture	1,353	1,252	-101	2,245	2,250	2,250	0	0	
Countryside	376	354	-22	405	402	402	0	0	
Youth	320	276	-44	538	523	523	0	0	
	9,767	6,821	-2,946	15,065	15,256	15,700	444	270	
Total Lifelong Learning	35,983	31,273	-4,710	50,592	51,480	51,864	384	210	

Comments	
Education	
Individual Schools Budgets	
This is based on the latest outturn projections for each of the schools.	£ 000s <u>-60</u>
Pressures	
School Funds Held Centrally	
SEN specialist provision to compensate for capacity issues at Tir Morfa	65
SEN significant pressure currently at the same level as this point last year	264
Joint Use Leisure Centres	18
Transport increase identified following receipt of information on new daily rates from transportation.	196
Savings	
School Funds Held Centrally	
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
<i>Discussions ongoing to seek compensatory savings</i>	
Non-School Funding	
Student Awards Support	-2
	<u>419</u>
Culture and Leisure	
Current pressures include:	
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	20
Resolution of decasualisation claim	2
Offset by internal delayed appointments and increased income	-43
	<u>25</u>

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

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Nov 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Nov 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Consultancy Services	1,090	943	-147	995	995	1,040	45	45
Economic Regeneration	695	675	-20	798	843	838	-5	-5
Highways and Transportation	3,045	2,985	-60	5,929	5,987	5,969	-18	-18
Planning Services	579	405	-174	889	889	868	-21	-21
Public Protection & Regulatory Services	4,869	4,597	-272	7,540	7,635	7,654	19	19
Support Services	414	352	-62	617	642	622	-20	-20
Total Environment	10,692	9,957	-735	16,768	16,991	16,991	0	0

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

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Nov 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Nov 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Children and Families	2,717	3,073	356	3,805	4,223	4,516	293	187
Intake A & C M (North)	5,700	5,599	-101	8,011	8,696	8,923	227	227
Intake A & C M (South)	1,911	1,827	-84	3,046	3,030	3,050	20	20
Provider	3,840	3,806	-34	5,442	5,398	5,491	93	126
Business Support & Development	1,512	855	-657	2,910	2,102	1,469	-633	-560
Non HRA Housing	51	64	13	83	83	83	0	0
Total Personal Services	15,731	15,224	-507	23,297	23,532	23,532	0	0

Children and Families

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

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 - £200K

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 NOV 2002

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Nov 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Nov 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Chief Executive's Dept	1,620	1,328	-292	2,244	2,298	2,298	0	0
Resources Directorate:								
Finance	2,360	2,470	110	2,155	2,190	2,190	0	0
Audit	201	221	20	308	298	298	0	0
I.T	1,113	930	-183	1,492	1,492	1,492	0	0
Personnel	403	405	2	588	600	600	0	0
Total	4,077	4,026	-51	4,543	4,580	4,580	0	0
Corporate & Miscellaneous Benefits	1,286	368	-918	2,622	2,745	2,745	0	0
	7,133	7,762	629	475	475	475	0	0
Total	8,419	8,130	-289	3,097	3,220	3,220	0	0
Total Chief Executive's, Resources, Corporate & Misc. and Benefits	14,116	13,484	-632	9,884	10,098	10,098	0	0

Contract Services Memorandum	Actual Income	Actual Expenditure	Actual Surplus / - Deficit
	£000s	£000s	£000s
	7,535	7,402	133

Projected Income	Projected Expenditure	Projected Surplus / - Deficit
£000s	£000s	£000s
11,900	11,700	200

REPORT TO CABINET

REPORT BY : **Lead Member for Finance**

DATE : **17 December 2002**

SUBJECT : **Revenue & Capital Settlements 2003/4**

1. DECISION SOUGHT

That members note the details of the provisional Revenue and Capital settlements for the next financial year.

2. REASON FOR SEEKING DECISION

On Thursday 28 November last, the Assembly Finance Minister announced details of the provisional Assembly funding for Councils for 2003/4. The final details are due on Monday January 20th.

The headline details are as follows;

Increase in Revenue Support Grant & share of Business Rate of 7.1%

A further £997k in funds for the successful achievement of Performance Improvement targets to be reviewed in the Autumn of 2003.

A sum of £153k, representing 0.75% of the total for Wales, for the Council's share of the new moneys made available for tackling deprivation .

3. COST IMPLICATIONS

REVENUE

Appendix 1 shows the latest updated position for the budget requirement for a standstill scenario, while appendix 2 compares the increased funding in the settlement with the sums needed to produce a standstill position.

No account is currently taken in either appendix of the potential increase in budget requirement arising from the bids for additional funding that are being reviewed by Scrutiny Committees during this month. Any decisions on additional funding in 2003/4 will need to be taken in the light of the Assembly's provisional budget figure for 2004/5 which is a much smaller proposed increase in funding for Councils of only 2.2%. Any additional spending bids that have a full year implication in 2004/5 would be extremely difficult to accommodate.

The overall position is therefore a settlement that funds the standstill budget requirement with a low implied increase in the level of Council Tax, but with no provision for service improvement.

The funds released in November next from the successful achievement of the Performance Improvement targets could be earmarked for further service improvements/pressures in much the same way that the Council has used a contingency budget in the last couple of years. It may however be necessary to invest in some services to ensure targets are met.

The position regarding specific grants in support of services is that most have yet to be announced at an authority level, however many of the figures quoted for All Wales show a significant increase over the current year e.g. the Additional Revenue Funding for Schools grant is increased by 44% year on year the Local Roads grant is increased by 25% while Early Years, Cymorth, Children First and Waste Management all show significantly increased levels of funding.

CAPITAL

The settlement allows for General Capital approvals as follows, current year in brackets;

	HRA £000	General £000
Basic Credit Approvals 1,146	(1,164)	4,294
Basic Capital grant		3,769
TOTAL	1,146	8,063
	(1,164)	(8,116)

Special Credit Approvals for specific schemes have yet to be announced.

4. FINANCIAL CONTROLLER STATEMENT

The level of funding available impacts upon all the Council's policies.

5. CONSULTATIONS CARRIED OUT

Cabinet Lead Members, Directors and Heads of Service have been involved in building up the Council's Budget Requirement for 2003/4, while Scrutiny Committees have reviewed the bids for additional funding.

6. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The level of funding available impacts upon all the Council's policies and priorities.

7. RECOMMENDATIONS

- 7.1. That Cabinet notes the level of funding in the provisional settlement for 2003/4 for both Revenue and Capital.

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL

BUDGET 2003/04	-1- Approved Budget 2002/3 £000	-2- Additional in year funding £000	-3- Pay Award Excess etc £000	-4- Contingency allocation 2002/03 £000	-5- Amended Base 2002/3 £000	-6- Cont alloc adjustments re 2003/04 £000	-7- New Burdens 2003/4 £000	-8- ----- Teachers 10% £000	-9- --- Inflation Non teaching pay costs 5% £000	-10- --- Other Inflation 3% £000	-11- Transfers Out 2003/04 £000	-12- Base Budget 2003/04 £000
Lifelong Learning	50,585		62	895	51,542	-20	552	2,887	5) 630	136		55,727
Environment	16,813	-90 1)	137	178	17,038	15	390	0	368	290		18,101
Personal Services	23,271		60	262	23,593	67	700	0	600	348	-1,096	24,212
Chief Executive	2,241		5	57	2,303	57		0	115	0		2,475
Resources	4,543		26	37	4,606	-11		0	262	19	-293	4,583
Corporate & Benefits	3,095	-220 2)	200 4)	275	3,350	167	40	0	0	200		3,757
	100,548	-310	490	1,704	102,432	275	1,682	2,887	1,975	993	-1,389	108,855
Contingency	1,720	914	-490	-1,704	440	-275				-165		0 6)
Capital Finance Charges	11,138				11,138					750		11,888
Precepts & Levies	4,130				4,130					300 7%		4,430
Contribution to balances	1,000				1,000					0		1,000
TOTAL	118,536	604 3)	0	0	119,140	0	1,682	2,887	1,975	1,878	-1,389	126,173
												+6.46%

Note

- 1) Assumed reduced client budget re DSO profit margins
- 2) Bellwin threshold provision removed, covered by reserve
- 3) 2002/3 level of additional funding for Threshold etc payments
- 4) Provision for EVR/Pay restructures (C&L)
- 5) Includes assumed 4.75% increase in employer's Superann' contributions
- 6) Assumes Contingency Budget set up later in year from PIG settlement (£1m aprox)

Appendix 2

COMPARISON OF INCREASED RESOURCES FROM NAW WITH COMMITMENTS

	£000	%
Increase in Revenue Support grant, share of Business Rate and Deprivation grant	6900	7.28
<hr/>		
Impact of inflation upon Council costs		
Pay costs 4% plus increase in employer's NIC		
Insurance premiums 20%		
Land Fill Tax 8%		
Levies from Fire Service, Land Drainage committee, Mags Courts etc, at least 7%		
Other cost increases average of 3%	5000	
Costs previously funded by Special Grants		
Teacher's Threshold payments	1000	
Concessionary Fares, Delayed transfer of care	900	
Other cost increases		
New Burdens	350	
Increased employer's contributions for teacher's pensions	1170	
Use of net contingency balance	-165	
Effect of transfers out of settlement		
Nursing care element of Elderly Residential costs	-1100	
Benefits admin funding transfered to DWP	-290	
Capital Financing Charges to fund Capital Programme	750	
	<hr/>	
	7615	
	<hr/>	

Note

Further £997k of grant re PIG if target improvement achieved, announcement Autumn 2003
Effect on Council Tax from the above, £715k ie 3%
No provision for service improvements within the above figures

REPORT TO CABINET

REPORT BY: CHIEF EXECUTIVE
DATE: 17 DECEMBER 2002
SUBJECT: STRATEGIC PARTNERSHIPS

1 DECISION SOUGHT

To discuss the role that strategic partnerships, including public private partnerships, might have in tackling some of the major investment issues facing the Council; and to agree to take up an offer from 4Ps to arrange a free seminar.

2 REASON FOR SEEKING DECISION

The Council needs to make major investments that are likely to be beyond its ability to fund by traditional means, perhaps even under the prudential borrowing system that will be introduced by the Local Government Bill. Examples include:

- The backlog of road maintenance and major improvements such as a by-pass for St. Asaph
- Maintenance, improvement and rationalisation for school buildings
- Establishing a contact centre and customer relationship management system as part of the e-government agenda
- Bringing our housing stock up to the quality standard by 2012 (which is the main driving force behind consideration of stock transfer)

3 COST IMPLICATIONS

The Council has a successful track record of adopting innovative solutions to meet investment and service needs, such as:

- Establishment of Clwyd Leisure
- A balanced use of private companies to deliver home care
- The private finance deal for the new civic buildings in Ruthin

4 BT has offered to provide a presentation to Cabinet Members, Scrutiny Committee Chairs and Senior Management in January to look in more detail at strategic partnerships to deliver the e-government agenda. The Public Private Partnerships Programme (4Ps), which is a local government body, has offered to provide a free seminar on public private partnerships. We should take up this offer, and I suggest that we ask 4Ps to concentrate on options for securing investment in schools. Several councils in Wales already have experience of using PFI to deliver new or refurbished school buildings, and we need to understand if this model could work for Denbighshire to follow up the review of management of school places.

5 FINANCIAL IMPLICATIONS

Member and officer time in attending the presentation and seminar. The need to consider a strategic partnership for e-government was identified in the Cabinet meeting on 29 October. As with the PFI building, partnerships can spread significant costs for the Council over a period rather than being required to find them in one go.

6 FINANCIAL CONTROLLER STATEMENT

The use of private / public partnerships in future gives the Council the opportunity to use the skills and experience gained from the Ruthin Offices PFI scheme negotiations.

7 CONSULTATION CARRIED OUT

Cabinet - previous discussions on e-government.

8 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Partnerships can affect many services funded by the Council. Long-term contracts can represent a more sustainable approach to maintaining our assets.

9 RECOMMENDATION

That the Cabinet:

9.1 discusses the role that strategic partnerships might have in tackling major investment issues facing the Council;

9.2 agrees to take part in a seminar run by the 4Ps, which would concentrate on public private partnerships for schools.