

CABINET

Minutes of the Cabinet meeting held in the Conference Room 1, Council Offices, Ruthin on Tuesday 20 July 2004 at 10.00 a.m.

PRESENT

Councillors P A Dobb, Lead Member for Health & Wellbeing; E C Edwards, Lead Member for Communities; M A German, Lead Member for Children and Young People; R W Hughes, Leader and Lead Member for Regeneration; D Owens, Lead Member for Lifelong Learning and J Thompson Hill, Lead Member for Property and Asset Management.

APOLOGIES

Councillors S Davies, Lead Member for Business and Communications; P J Marfleet, Lead Member for Finance and Personnel; S Roberts, Lead Member for Promoting Denbighshire and E W Williams, Lead Member for Environment.

Observers: Councillors R E Barton, G C Evans, K N Hawkins, C L Hughes, N Hugh Jones, D Jones and J A Smith and G F Roberts, Standards Committee member.

ALSO PRESENT

Chief Executive; Deputy Chief Executive / Corporate Director: Resources, County Clerk and the Financial Controller.

1 URGENT MATTERS

[i] Councillor R W Hughes, Leader welcomed Cabinet Members, Observer Members, members of staff and the public to the meeting. She outlined the way the Cabinet meetings were held and said if non Cabinet Members wished to ask questions, they should be sent in writing to the Cabinet Office at least 3 working days prior to the meeting, where consideration would be given to their inclusion in the Cabinet papers.

[ii] Councillor R W Hughes apologised to Members for the lack of consultation over 2 Cabinet seats not taken up by the Labour Group, this had been unavoidable owing to the need for the membership of Cabinet and Scrutiny Committees to be made known to enable meetings to be convened. In response to a query from Councillor M A German, on behalf of Councillor R E Barton, the Leader said further discussion, if required, could be held at the Group Leader's meeting to be held on 21.07.2004.

[iii] Part II Registration Issue Between DCC and CSIW

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 25 May 2004 were submitted.

Item 13 A CCTV [Minutes of 10.05.2004] - Councillor E C Edwards updated Members on the meeting held between the North Wales Police and Denbighshire Members and officers and said the Police were willing to help as much as possible but no funding would be available. Such meetings would now be convened on a regular basis.

Item 3 Denbighshire Local Housing Needs Assessment:

In response to a query from Councillor P A Dobb, the Chief Executive said the matter was referred to in a report to the County Council meeting on 27.07.2004 although the full report was not included. Councillor R W Hughes said the meeting scheduled for 23.07.04 may be postponed until September 2004.

Councillor E C Edwards asked whether the affordable housing pilot scheme would be held in Ruthin. The Chief Executive said the pilot scheme would not be held at the current time.

Item 9 Ruthin Craft Centre Feasibility Study: Councillor E C Edwards asked that his thanks be recorded to Ruthin Town Council for their contribution of £2000 towards the cost of the Development Study.

Item 16 Ruthin - Lon Parcwr Car Park: Councillor P A Dobb asked said that not only should maximising resources be a consideration in the proposed development of the car park but what the residents of Ruthin required should also be included. Members agreed to add "important

also to take account of the needs of the people of Ruthin” at the end of the second paragraph on page 15. Councillor Dobb asked that it be recorded she had voted against the proposal at the meeting on 25.05.2004.

Councillor E C Edwards asked whether there were sufficient car parking spaces in Ruthin. The Corporate Director: Environment said there were no residual parking problems and the spaces allocated in the town should be adequate. It was agreed to review the situation when the PFI car park was operational.

Item 17 Eirianfa - Councillor G M Kensler voted against the proposal.

RESOLVED that subject to the above, the Minutes of the Cabinet meeting held on 25 May 2004 be approved as a correct record and signed by the Leader.

The Minutes of the Asset Management Committee meeting held on 29 April 2004 were submitted.

Item 20 Access for Disabled People: Officers are in the process of providing lights outside the new building at Ysgol Plas Brondyffryn.

RESOLVED that subject to the above, the Minutes of the Asset Management Committee meeting held on 29 April 2004 be approved as a correct record and signed by the Leader.

3 APPROVAL OF THE DRAFT IMPROVEMENT PLAN 2004-2005 AND SUMMARY

Councillor R W Hughes presented the report seeking Cabinet:

- [i] assurance that the actions identified in the Improvement Plan will achieve corporate priorities for 2004 - 2005 and lead to improvements at both a corporate and service level.
- [ii] recommendation of the draft Improvement Plan 2004 - 2005 (Appendix I) and the information for the Summary (Appendix II) to Council for approval. The Summary to be published in the September edition of the County Voice.

Councillor Hughes said publication had been delayed by one month by the Assembly in view of the Council elections. A number of improvements had been made over the past year and this was reflected in the Improvement Plan.

Councillor E C Edwards agreed improvements had been made and asked whether it was possible for Groups to consider it further. The Corporate Director: Resources said the Improvement Plan needed to be published by 31.07.2004 to meet Assembly timescales but that the opportunity to review priorities would form part of the Priorities and Budget Setting exercise commencing in September 2004. The Improvement Plan was always a 'working document'.

RESOLVED that Cabinet recommend the draft Improvement Plan 2004-2005 [attached at Appendix 1 to the report] and Summary [attached at Appendix II to the report] to Council for approval.

4 IMPROVING THE HOUSING STOCK

Councillor P A Dobb presented the report seeking Members' agreement to the process for finalising the Council's approved option for improving the housing stock and to give retrospective approval to an exemption under paragraph 35.2(d) of the Contract Procedure Rules to enable an independent due diligence review of the costs of Stock Transfer to be undertaken.

Councillor Dobb detailed the process to Members, and said costs would continue to fluctuate between now and transfer if approved. Deloitte had been appointed for this reason to carry out a due diligence review on the costs of stock transfer.

Cabinet agreed it was essential for all Members to participate in the seminars to be convened over the summer.

RESOLVED that Cabinet agree to the process for finalising the Council's approved option for improving the housing stock and give retrospective approval to an exemption under paragraph 35.2(d) of the Contract Procedure Rules to enable an independent due diligence review of the costs of Stock Transfer to be undertaken.

5 PROGRESS IN IMPLEMENTATION OF JOINT REVIEW ACTION PLAN

Councillor P A Dobb presented the report for Cabinet approval to the amendments to timescales and to note the risk areas arising from monitoring of the Joint Review Action Plan. Councillor Dobb highlighted the progress to date and remedial actions where progress was behind target. A further report would be provided for the October 2004 Cabinet meeting.

RESOLVED that Cabinet approve amendments to timescales and note risk areas arising from monitoring of the Joint Review Action Plan.

6 CHANGES TO DELEGATIONS

The Chief Executive presented the report seeking agreement to delegations to the Asset Management Committee, individual Cabinet Members and the Chief Executive as detailed in Appendix 1 to the report.

The Chief Executive said the principal changes were to transfer certain decisions of the Asset Management Committee to delegations to the Lead Member for Property and Asset Management. Some of the changes were due to legislation and others would assist for example in moving ahead quickly with decisions on commuted sums for play areas. The changes to delegations would have no effect on the protocol of consultation with local Members.

Councillor R W Hughes said if the need arose, the system of Asset Management or any delegations could be reviewed at a future date.

In response to a query from Councillor P A Dobb, the Chief Executive said as Council agreed the capital programme, any delegation re purchase of land could only be made if the funding had been made available in the capital programme. Members agreed to amend the third paragraph of the section on Lead Member for Property and Asset Management in Appendix 1 to read "Purchases of land, if funding is available in the capital programme approved by Full Council".

The Chief Executive also confirmed that domiciliary care, disability and regeneration grants were covered under the general delegations.

Councillor R W Hughes said Councillor E W Williams had suggested an Asset Management Committee of 3 Members was too small. Councillor E C Edwards agreed and said a geographic balance was required on the Committee. It was agreed the matter be discussed further as this was an interim arrangement.

The Chief Executive confirmed, in response to a question from Councillor R E Barton, that newly elected Members would only be consulted on any new decisions required in their ward.

RESOLVED that the Cabinet:

[a] agrees changes to delegations as set out in Appendix 1 as amended above

[b] agrees to review the arrangements for property and asset issues in 6 months' time in the light of experience.

7 FINAL REVENUE ACCOUNTS 2003-2004

The Deputy Chief Executive / Corporate Director: Resources presented the report for Members to note the final revenue outturn position for 2003-2004 for both service and corporate budgets. Members were also asked to recommend to Council the treatment of reserves, as detailed in the report, and to consider the overall strategy for general unearmarked balances as part of the wider discussion on financial strategy.

The Deputy Chief Executive / Corporate Director: Resources informed Members that the £3m reserves had been reached and the current reserves level was in fact £3.17m.

In future years, as part of an Assembly initiative, the final accounts would need to be approved earlier, ultimately by the end of June each year, the same time as the Improvement Plan was approved.

Councillor R W Hughes thanked the previous Lead Member for Finance for her work in helping to achieve the financial recovery.

RESOLVED that Members:

- [a] *note the final revenue outturn position for 2003-2004 for both service and corporate budgets for the year ended 31 March 2004.*
- [b] *recommend to Council the establishment of reserves and carrying forward of earmarked balances as detailed paragraphs 4.3, 4.4 and 4.8 of the report*
- [c] *consider the overall strategy for general unearmarked balances as part of the wider discussion on financial strategy.*

8 REVENUE BUDGET 2004-2005

The Deputy Chief Executive / Corporate Director: Resources presented the report for Members, in the light of the budget performance figures for the current financial year as detailed in the appendices attached to the report, to consider any actions necessary to reduce the balance of overspendings on services.

The Financial Controller stressed the need for departments to 'live within budget' and the current forecast was potentially a £155k overspend, mainly in Lifelong Learning with some pressures in Personal Services. The pay review settlement figure was 2.75% which would mean Directorates absorbing £113k together with the effect of topslicing of £150k in respect of County Voice and £222k to fund the ICT infrastructure improvements.

RESOLVED that Cabinet note the figures in the Appendices and agree the remedial actions to align projected spending levels with approved budgets.

9 CAPITAL OUTTURN 2003-2004

The Deputy Chief Executive / Corporate Director: Resources presented the report to update Members on the capital outturn for 2003-2004 and to approve statutory determinations.

Members were asked to note the typographical error on the heading of the appendix, which should read Capital Outturn 2003-2004.

RESOLVED that Members approve the report and statutory determinations.

10 SCHEDULE OF WORKS FOR THIRD PARTIES

Councillor R W Hughes presented the report seeking Members' approval for the continuance of the routine trading activities undertaken within the Environmental Services department, itemised in Appendix 1.

The Corporate Director: Environment, in response to a query from Councillor P A Dobb, said the sign shop had a substantial turnover which was increasing slightly each year and was entirely self funding, although demand exceeded capacity. Any increase in staff numbers would have to be approved as part of the Directorate's budget bids.

RESOLVED that Members, in accordance with Financial Regulation 29, approve the continuance of the routine trading activities itemised in Appendix 1.

11 CABINET FORWARD WORK PROGRAMME

The Chief Executive presented the report and asked Members to ensure that in discussions with the Corporate Directors and Heads of Service that items are included in the Cabinet Forward Work Programme as soon as possible.

RESOLVED that Cabinet note the contents of the Forward Work Programme.

12 URGENT ITEMS

There were no Part I Urgent Items.

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 6, 8 and 9 of Part 1 of Schedule 12A of the Local Government Act 1972.

PART II

13 HOUSING CAPITAL PROGRAMME 2004-2005

Councillor P A Dobb presented the report seeking Members' agreement to award the contract for the agreed Housing Capital Programme [North] to the second lowest tenderer.

RESOLVED the Housing capital Programme [North] for 2004-2005 be awarded to the second lowest tenderer as detailed in the report.

14 HRA BUDGETS [REVENUE AND CAPITAL] 2004-2005

Councillor P A Dobb presented the report for Members to adopt the revised 2004-2005 HRA budgets for revenue and capital. She informed Members the figure in paragraph 4.8 for the estimated working balance should read £961,071.

RESOLVED that Members adopt the revised estimates for 2004-2005 HRA Budgets for Revenue and Capital.

15 PROCUREMENT OF TRAFFIC SIGNAL MAINTENANCE CONTRACT

Councillor R W Hughes presented the report seeking Members' approval to the joint procurement, in accordance with section 7.1 of the Contract Procedure Rules (CPRs), of a new Traffic Signal Maintenance

Contract with Flintshire County Council (FCC), Wrexham County Borough Council (WCBC) and Conwy County Borough Council (CCBC).

RESOLVED that Cabinet approves the proposed joint procurement process in respect of a new Traffic signal Maintenance Contract, in accordance with section 7.1 of the Contract Procedure Rules.

16 ACQUISITION OF FORMER GWASG GEE, 12-18 CHAPEL STREET, DENBIGH

Councillor J Thompson Hill presented the report seeking Members' agreement pursue a twin track approach to the acquisition of the former Gwasg Gee print works, initially through agreement but if negotiations fail through Compulsory Purchase and to transfer this onto Amgueddfa Argraffu Gee (Gee Museum of Printing) (more commonly known as the Trust) in a 'back-to-back' agreement at less than best value and to continue to support the project through the formation of a steering group.

Members discussed the project in detail and agreed the transfer of ownership, at less than market value, would promote social, economic and environmental wellbeing through general regeneration in the town and the enhancement of business and employment opportunities.

The Head of Development Services said a Community Fund grant of £43k had been made and a further £25k conditional offer has been received from the Heritage Lottery Fund through the THI which would cover most of the acquisition and legal costs. However, if legal and associated acquisition costs were seen to become onerous, a further report would be brought to Cabinet.

RESOLVED that Cabinet

[a] authorise officers to enter into formal negotiations with the owner and his agent to purchase the property, Gwasg Gee, by agreement according to its market value, and purchase the property for an agreed amount plus any reasonable associated legal and professional costs;

[b] if negotiations fail, and subject to the owner not putting in place real means to undertake the works detailed in the Repairs Notice, authorise acquisition of the property through Compulsory Purchase, subject to Welsh Assembly Government approval and respond, where necessary, to objections to the order at Magistrates Court, Public Inquiry or Lands Tribunal.

[c] authorise officers to enter into formal discussion with Amgueddfa Argraffu Gee over a back-to-back arrangement and once acquisition is secured, transfer ownership of the property through a back-to-back, arrangement at less than best value for a nominal sum, subject to a conditional contract.

[ch] endorse the Trust's preferred viable option of workshops / offices supporting a heritage facility and support the creation of a steering group of relevant Members, Officers and Trustees to drive the project forward.

17 URGENT ITEM

REGISTRATION ISSUE BETWEEN DENBIGHSHIRE COUNTY COUNCIL AND THE CARE STANDARDS INSPECTORATE FOR WALES

The Leader emphasised the strictly confidential nature of the report.

The Corporate Director: Personal Services presented the report seeking Cabinet support for the registration of current accommodation and care arrangements for a minor residing in Denbighshire, as a children's home until the minor's 18th birthday.

The Corporate Director: Personal Services detailed the care and funding arrangements in place already and the proposals for the future community living arrangements once the minor has reached 18.

The Chief Executive said that all interested parties were in agreement that the current care arrangements were most suited to the minor's wellbeing.

Members agreed with Councillor C L Hughes' suggestion that if similar situations arose in the future, it could be appropriate to involve the Children's Commissioner.

Members agreed the Lead Member for Children and Young People should write to the Minister expressing concerns about the way the issue been handled by the Care Standards Inspectorate.

In response to a query from Councillor R E Barton, the Corporate Director: Resources confirmed that the Council currently had no contingency budgets indicated that both Personal Services and Lifelong Learning Directorates were operating a fixed budget when their costs were variable, which caused considerable financial pressure.

RESOLVED that Cabinet resolves to support the registration of the current accommodation and care arrangements of a minor residing in Denbighshire as a children's home until his 18th birthday.

The meeting concluded at 11.35 a.m.

REPORT TO CABINET

CABINET MEMBER: Cllr PJ Marfleet, Lead Member for Finance and Personnel

DATE: September 2004

SUBJECT: Best Value Review of Debt Recovery

1 DECISION SOUGHT

- 1.1 For Cabinet to approve the completed Best Value Review, and the Revenues Improvement Action Plan for 2004 - 2007 Appendix 1 in the format specified by the Corporate Performance Management Unit.
- 1.2 That Members monitor the key actions of the five year Action Plan for Revenues via the Quarterly Performance Report.

2 REASON FOR SEEKING DECISION

- 2.1 The Revenues' Debt Recovery goals are linked to the County's Missions and Goals and as a DCC priority it is accepted that the Revenues Debt Recovery service is critical to the financial health of the Authority enabling it to deliver efficient and quality services to its stakeholders.
- 2.2 The department is responsible for the collection of £30m Council Tax from 42,000 householders, £17m Business rates from nearly 4000 businesses and £22m Miscellaneous Income.
- 2.3 Debt Recovery was selected for Best Value review in 2001/02 because the service was identified as failing, with low collection rates and increasing arrears being the worst performer in Wales.
- 2.4 A restructure of the Service was implemented in April 2002 with Council Tax, Business Rates and Sundry Debtors being recognised as an independent Department, this was to enable

greater professional focus to be brought to the administration and collection of all the income due to the Authority.

Since the restructure Revenues has re-engineered its processes with an emphasis on early recovery and “right first time” administration. A considerable amount of work over the last 2 years has shown significant improvements made, the service has improved dramatically from being a failing service at the bottom of the Welsh league to one of the best performers. As part of this transformation, all collection and administration policies and procedures have been reviewed as part of a rolling review.

At the time of this report the Council Tax team have

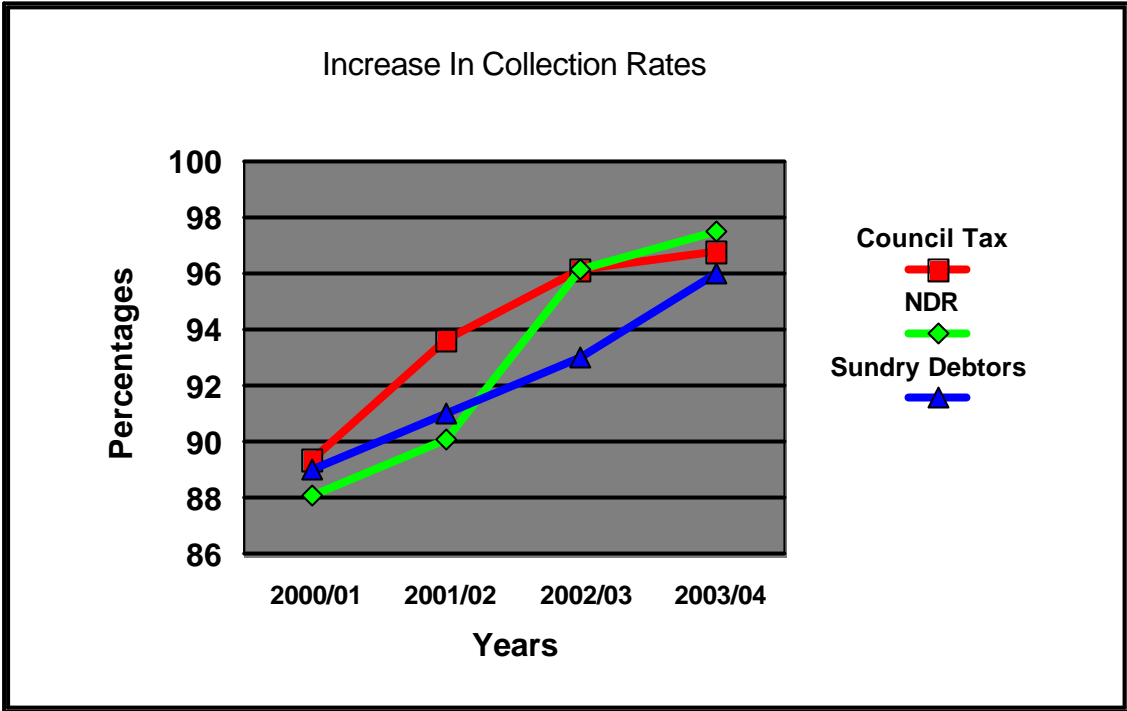
1. Won the Direct Debit Council Tax category award; a UK wide competition
2. Been short listed for the IRRV Revenues Team of the Year award, the IRRV being the professional body for all UK Revenues Departments.

2.5 This ongoing review has produced some of the best collection figures in Wales with a 75% reduction in complaints against the service. The action plan, noted in Appendix 1 commenced in April 2004 and Corporate Best Value methodology requires Cabinet approval. This is a continuation action plan which initially commenced in April 2002.

2.6 The review commenced fully in Jan 2003 as resources were initially channelled to fulfil the Corporate objective to improve the financial well-being of Denbighshire C.C. This required a substantial amount of change management to improve the service and the subsequent continual changing of the baseline information, once established there was then a requirement to ensure that consultation reflected a balance of high collection with high levels of customer care.

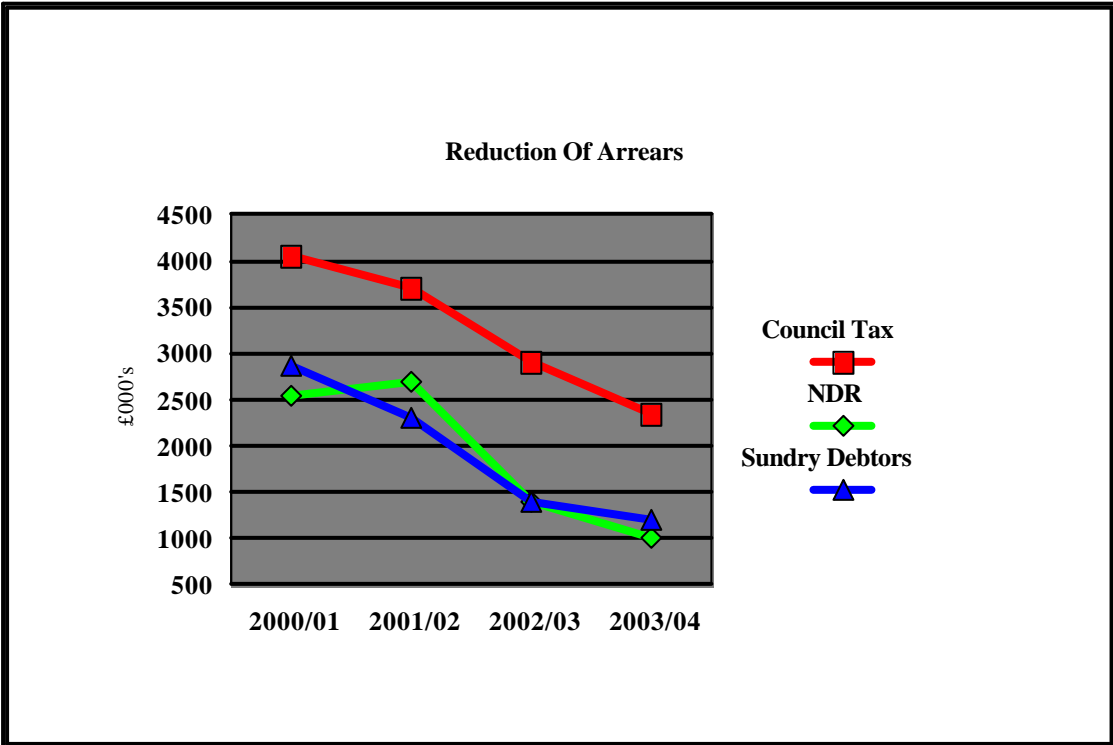
2.7 Increase in collection rates

	2000/01	2001/02	2002/03	2003/04
Council Tax	89.4%	93.7%	96.2%	96.8%
NDR	88.1%	90.1%	96.2%	97.53%
SundryDebtors	89%	91%	93%	96%



2.8 Reduction of arrears

	2000/01	2001/02	2002/03	2003/04
Council Tax	£4,059K	£3,700K	£2,900K	£2,350K
NDR	£2,543K	£2,700K	£1,400K	£1,000K
Sundry Debtors	£2,877K	£2,315K	£1,389K	£1,200K



2.9 The budget for the department currently stands at £593,634 an increase of 2.86% on the previous year.

2002/03	2003/04	2004/05
Combined budget with Benefits separation of costs were on going throughout the year	577,107	593,634

Costs of collecting Revenues' debts when compared to other Authorities in the CIPFA bench marking exercise are below average

2.10 The CIPFA bench marking exercise confirmed the dramatic and continual improvements in collection and a high level of compliance with Best Practice procedures nationally, most especially for Sundry Debtors which ranked first against those Authorities who provided data.

2.11 Major improvements were also achieved in Customer Care with

- The doubling of the number of telephone lines available for customers, with an average of 4,500 phone calls answered each month
- The reviewing and simplifying of documentation issued
- Customer letters and enquires response time reduced from 3 months to 10 working days.

2.12 This improvement has been achieved by

- A continuous structural assessment
- The embracing and full utilisation of available technology
- A review of all polices and procedures
- The establishment of a "can do" culture

2.13 To strengthen the service a programme of staff training has been implemented which complements IIP. The programme of training has been specifically tailored to equip the staff not only with the legislative knowledge they require to perform their duties, but also Information Technology skills and Customer Care skills to make their approach to debt collection more flexible. Details of training programmes and individual staff training are available on request.

- 2.14 The full report of the Departments full review process including challenge, compare, consult, compete and SWOT is available on request.

3 POWER TO MAKE THE DECISION

Local Government Act 1999; Wales Programme for Improvement
- Guidance for Local Authorities.

4 COST IMPLICATIONS

There are few at this time, other than significant input of officer time. Financial costs will be contained within Budget.

The Action Plan shows that a potential budget bid may be required for 2007 to replace the existing Sundry Debtor system.

5 FINANCIAL CONTROLLER STATEMENT

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

6 CONSULTATION CARRIED OUT

- 6.1 The report is the product of an extensive piece of work by the Revenues Best Value Review Group, which consisted of Officers, Members, Voluntary Services, Service Users, External contractors, members of the Citizens panel and Union representation. Formal consultation has also been carried out with Denbighshire's Citizen's Panel.

- 6.2 The report was reviewed, challenged and agreed by Resources Scrutiny on 4/2/04

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The paper will have a positive impact on the budgets of most services invoicing using the Sundry Debtors system, Agenda 21 and Corporate Financial Health.

8 RECOMMENDATION

For Members to approve the Best Value Review of Debt Recovery and the five year Action Plan.

Local Taxation Debt Recovery Action Plan 2004 - 2009

The Action Plan details how Local Taxation plan to test the four C's and carry out their service reviews over a five year period. The review commenced in April 2002 thus at the time of this report the service is in year two of the review. The action plan was drawn up based on the situation and structure at the time and is linked to the Service Business Plan and to Denbighshire's Best Value Action Plan.

Local Taxation is continually changing and adapting. These changes are driven by Information Technology, legislation, policy changes plus a drive for greater efficiency and performance. As a result the action plan is being constantly reviewed and updated. The Authority itself will also influence and dictate prioritisation on this plan as Local Taxation contributes towards the Authority's drive towards delivering a better and more effective service to it's population.

Resource allocation is reasonably clear at this stage, however, in year five of the plan significant investment will be required for the replacement of the Sundry Debtor software as by this time it will be nearly ten years old.

The Best Value Criteria, Links to Corporate Objectives, Resource Allocation are only indicated in year one of the plan. The same criteria applies to the remaining four years. Target and completion dates are set at the commencement of each year, thus currently only appear in the plan's first two years. The key to the Corporate Objectives appears at the end of the plan

Local Taxation Debt Recovery Five Year Action Plan

Year One 2004/2005

Action & Best Value Criteria	Link to Corporate Objectives & Performance Indicators	Description	Resource Allocation	Target Date	Completion Date
<p>Arrears Policy</p> <p>Best Value criteria met:</p> <p>Consult Challenge</p>	<p>A. B. NAWPI 1.7 & 1.8</p> <p>A B.</p> <p>A. B.</p> <p>B.</p> <p>B.</p> <p>B.</p>	<p>Ensure all taxpayers are issued with reminders for previous years debts.</p> <p>Reminders issued 14 days after payment becomes due.</p> <p>Introduce final notices on both taxes.</p> <p>Review and produce a simpler recovery path for Sundry Debtors.</p> <p>Review telephone debt recovery and reversal of income on ledger for debt over 60 days old procedures.</p> <p>Sundry Debtors decide on recovery course of action.</p> <p>Review Council Tax administration policy.</p> <p>Publicise recovery campaign in the press.</p> <p>Review debt recovery procedures..</p>	<p>This strategy's aim is to realise maximum returns in income within the legislative framework without increasing pressure on current budget levels. This also ensures full compliance with the financial standing orders.</p>	<p>30042004</p> <p>30042004</p> <p>30042004</p> <p>30042004</p> <p>01042004</p> <p>Ongoing</p>	
<p>Staffing</p> <p>Best Value criteria met:</p> <p>Consultation Challenge</p>	<p>C.</p> <p>C.</p> <p>C.</p> <p>C.</p>	<p>Encourage staff career development by studying for the IRRV.</p> <p>Mentor current students.</p> <p>Review staff training requirements</p> <p>Complete all staff development review.</p> <p>Review staff structure.</p> <p>Explore feasibility of Council Tax surgeries.</p>	<p>Investment in staff training reduces dependence on key staff, and contributes to professionalism and customer care.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>01042004</p> <p>30062004</p>	

<p>Payment Methods</p> <p>Best Value criteria met: Challenge Compete</p>	<p>B.</p> <p>B.</p> <p>B.</p> <p>A</p>	<p>Analyse current pay methods to find most efficient method to maximise income.</p> <p>Promote use of paying via Internet, by debit and credit card.</p> <p>Enter the Direct Debit competition.</p> <p>Enter the IRRV competition - Revenues Team of the Year.</p>	<p>In order to deliver the collection of income that has corporately been budgeted for, all payment types require analysis to maximise income at the lowest cost. Increased ease of access to pay by debit/credit card will have a cost impact.</p>	<p>30052004</p> <p>Ongoing</p> <p>30062004</p> <p>30062004</p>	
<p>Performance Indicators</p> <p>Best Value criteria met: Compare Compete</p>	<p>A.</p> <p>B</p>	<p>Complete questionnaires and analyse results from CIPFA bench marking clubs.</p> <p>Set targets of 97.5% collection for NNDR and 97% for Council Tax.</p> <p>Initiate agreed Local Pi's.</p>	<p>Government targets dictate that billing authorities must strive to be amongst the top 25% of performing authorities. The strategy is to achieve this and implement 'best practice' initiatives to maintain this position.</p>	<p>31082004</p> <p>15042004</p> <p>01042004</p>	

<p>I.T.</p> <p>Best Value criteria met: Challenge Compete Compare Consult</p>	<p>A. B A A A A</p>	<p>Continue development of Taxation templates and electronic forms and make them customer focused. Develop electronic filing. Use User Group meetings to promote software enhancements. Complete and update the taxation web site making Taxation forms and information available. Develop a suite of management reports via ADS (business interrogation tool) for NNDR and CTAX to improve recovery rates Implement ProIV version 5.5 on 'UNIX' for Sundry Debtors. Implement E-billing for Council Tax and Business Rates.</p>	<p>In order to meet government targets on performance, in e-billing and improve the service from accessibility to customer care, a continuous review of all working processes and IT requirements is essential. This rolling action plan will require additional investment over the years thus there will be an impact on the Revenue budget.</p>	<p>31122004 30072004 3009204 30042004 30052004 30072004</p>	
<p>General</p> <p>Best Value criteria met: Challenge</p>	<p>B B D A. D.</p>	<p>Review the new filing system. Introduce e-billing for NNDR and Council Tax. Continue work on systems/procedures manual. Introduce a Customer Charter. Review Russell House public counter & facilities.</p>	<p>Finance was required for this investment and was sourced by making savings from staff costs. ' For e-billing funds were successfully bid for corporately.</p>	<p>30052004 01042004 30062004 31012005 30072004 3007204</p>	
<p>Voluntary Services.</p> <p>Best Value criteria met: Consult</p>	<p>A</p>	<p>Make referrals to CAB for vulnerable debtors with multiple debts. Official referral system to Welfare Rights to be introduced. Build a closer working relationship with all voluntary services.</p>	<p>The voluntary services are viewed as an integral part of the recovery of income. Their independence, contribution and co-operation complements the core objective of improved service delivery. Free training for staff to identify referral cases.</p>	<p>30042004 30042004 30052004</p>	

Year Two 2005/2006

<p>Arrears Policy</p> <p>Best Value criteria met:</p> <p>Consult Challenge</p>		<p>Review all Sundry debts raised prior to 1 April 2004. Publish revised Debt Collection Charter. Review SLA's with the bailiffs. Manage effectively the bailiffs performance. Electronic case files to bailiffs and direct access to their databases. Initiate Committals procedure. Initiate charging order procedure. Review accessibility of Taxation Teams: surgeries, work stations in Ruthin, Denbigh and associated costs etc. Review write off procedure and focus on debts less than £5.00 Publicise recovery campaign in the press</p>	<p>This strategy's aim is to realise maximum returns in income within the legislative framework without increasing pressure on current budget levels whilst taking a realistic approach to debt. This also ensures full compliance with the financial standing orders.</p>	<p>30052005 01042005 30052005 Ongoing 30042005 30062005 - "- 30092005 30092005 Ongoing</p>	
<p>Staffing</p> <p>Best Value criteria met:</p> <p>Consultation Challenge</p>		<p>Review the staff structure. Staff development reviews and resulting training action plan including customer care. Mentor IRRV students.</p>	<p>Investment in staff training reduces dependence on key staff, and contributes to professionalism and customer care. Review of the structure ensures adaptability to changing conditions.</p>	<p>30062005 01042005 Ongoing</p>	

<p>Payment Methods</p> <p>Best Value criteria met: Challenge Compete</p>		<p>Commence a direct debit campaign. 'Roll out' facility for taking payments by telephone to Revenues Teams.</p>	<p>In order to deliver the collection of income that has corporately been budgeted for, all payment types require analysis to maximise income at the lowest cost. Increased ease of access to pay by debit/credit card and the 'rolling out' of the software will have a cost impact on the Revenues budget.</p>	<p>30042005 30102005</p>	
<p>Performance indicators</p> <p>Best Value criteria met: Compare Compete</p>		<p>Set new targets to ensure top quartile performance. Review the local Pi's.</p>	<p>Government targets dictate that billing authorities must strive to be amongst the top 25% of performing authorities. The strategy is to achieve this and implement 'best practice' initiatives to maintain this position.</p>	<p>15042005 30042005</p>	

<p>IT</p> <p>Best Value criteria met: Challenge Compete Compare Consult</p>		<p>Continue development of templates plus make them more customer focused. Develop web site ensuring forms can be completed electronically. All recovery work performed 'in-house' by Sundry Debtors and create 'Third Party Identity'. Review the telephone operating system for revenues. Assess functionality and costs of new software to replace Sundry Debtors FMS.</p>	<p>In order to meet government targets on performance, in e-billing and improve the service from accessibility to customer care, a continuous review of all working processes and IT requirements is essential. This rolling action plan will require additional investment, most significantly for new Sundry debtor software..</p>	<p>Ongoing</p> <p>30062005</p> <p>30072005</p> <p>30092005</p> <p>31032006</p>	
<p>General</p> <p>Best Value criteria met: Challenge</p>		<p>Ensure archiving and sensitive documents are easily retrievable and secure. Complete work on systems/procedures manual. Explore the feasibility of acquiring the Charter Mark or the ISO 9002.</p>	<p>There is little cost impact except for officer time.</p>	<p>30092005</p> <p>30042005</p> <p>31122005</p>	
<p>Voluntary Services</p> <p>Best Value criteria met: Consult</p>		<p>Review working relationship and feasibility of customer care policy. Formalise liaison meetings with all Voluntary Agencies.</p>	<p>The voluntary services are viewed as an integral part of the recovery of income. Their independence, contribution and co-operation complements the core objective of improved service delivery.</p>	<p>30042005</p> <p>30042005</p>	

Year Three 2006/2007

<p>Arrears Policy</p> <p>Best Value criteria met:</p> <p>Consult Challenge</p>		<p>Review all recovery policies. Promote total use of FMS system for all Users. County Court use for selected NNDR cases. Introduction of fines for non return of 14 day letters. Review Court costs. Publicise recovery campaign in the press Bulk issue of County Court summons- Nuneaton.</p>	<p>This strategy's aim is to realise maximum returns in income within the legislative framework whilst taking a realistic approach to debt. This also ensures full compliance with the financial standing orders.</p>	<p>30062006 30062006 30092006 30092006 31012007 Ongoing 30092006</p>	
<p>Staffing</p> <p>Best Value criteria met:</p> <p>Consultation Challenge</p>		<p>Review new structure and it's performance over past 12 months. Complete staff development reviews. Implement new staff training program. Explore front/back office approach.</p>	<p>Investment in staff training reduces dependence on key staff, and contributes to professionalism and customer care. Review of the structure ensures adaptability and efficiency.</p>	<p>30062006 01042006 30082006 31122006</p>	
<p>Payment methods</p> <p>Best Value criteria met:</p> <p>Challenge Compete</p>		<p>Review efficiency/usage of all pay methods with Chief cashier. Direct Debit set-up by telephone AUDDIS. Audis.</p>	<p>In order to deliver the collection of income that has corporately been budgeted for, all payment types require analysis to maximise income at the lowest cost. The implementation of AUDDIS whilst making staff savings will require additional funding.</p>	<p>30052006 30092006</p>	

Performance indicators Best Value criteria met: Compare Compete		Review all Pi's. Target setting to maintain upper quartile performance.	Government targets dictate that billing authorities must strive to be amongst the top 25% of performing authorities. The strategy is to achieve this and implement 'best practice' initiatives to maintain this position.	01042006	
IT Best Value criteria met: Challenge Compete Compare Consult		Initiate tender procedures for Sundry Debtor software. Desktop printing. All forms formatting complete. Explore feasibility of Data Image Processing (DIP) and workflow systems.	Significant investment will be required to purchase new software for Sundry Debtors. This will replace in 2007 software that is over 10 years old. DIP research will be in conjunction with ICT and would have a staff cost to them.	30062006 30062006 30092006 31122006	
General Best Value criteria met: Challenge		Create framework where Directorates and large service users agree timetable for payment. Budget bid to improve counter facilities. .	There is some cost impact for the counter facilities but savings can me made by Directorate prompt payment.	30042006 30042006	

Voluntary Services Best Value criteria met: Consult		Customer care policy framework in place.	The voluntary services are viewed as an integral part of the recovery of income. Their independence, contribution and co-operation complements the core objective of improved service delivery. .	01042006	
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Year Four 2007/2008

Arrears Policy Best Value criteria met: Consult Challenge		Enforcement 7 days after payment becomes due. Review all documentation and policies. Publicise recovery campaign in the press. Explore feasibility of Corporate Debt recovery and 'one stop shop approach'.	This strategy's aim is to realise maximum returns in income within the legislative framework whilst taking a realistic approach to debt. This also ensures full compliance with the financial standing orders.	01042007 30042007 30062007	
Staffing Best Value criteria met: Consultation Challenge		Review all staff costs and structure . Staff now multi tasking. Staff Development Reviews and new training plan.	Investment in staff training reduces dependence on key staff, and contributes to professionalism and customer care. Review of the structure ensures adaptability and efficiency.	30042007 31122007 30082007	

<p>Payment methods</p> <p>Best Value criteria met: Challenge Compete</p>		<p>Review all payment methods and promote Internet payments. New Direct Debit campaign - enter competition.</p>	<p>In order to deliver the collection of income that has corporately been budgeted for, all payment types require analysis to maximise income at the lowest cost. The implementation of AUDDIS whilst making staff savings will require additional funding,</p>	<p>30042007 30062007</p>	
<p>Performance indicators</p> <p>Best Value criteria met: Compare Compete</p>		<p>Direct bench marking and target setting in line with top quartile English Authorities.</p>	<p>Government targets dictate that billing authorities must strive to be amongst the top 25% of performing authorities. The strategy is to achieve this and implement 'best practice' initiatives to maintain this position.</p>	<p>30042007</p>	

<p>IT</p> <p>Best Value criteria met: Challenge Compete Compare Consult</p>		<p>Decision on Sundry Debtors replacement software - bid for funds. Taxation Web site totally enabled. Electronic filing and retrieval for debtors.</p>	<p>Significant investment will be required to purchase new software for Sundry Debtors. This will replace in 2007 software that is over 10 years old. The potential cost will be in the region of £100000. DIP research will be in conjunction with ICT and would have a staff cost to them.</p>	<p>30062007 01042007 30062007</p>	
<p>General</p> <p>Best Value criteria met: Challenge</p>		<p>Review case of service remain 'in house' v outsourcing part or whole of service. New and improved counter facilities in place.</p>	<p>There is some cost impact for the counter facilities but savings can be made by Directorate prompt payment.</p>	<p>30092007 30092007</p>	
<p>Voluntary Services</p> <p>Best Value criteria met: Consult</p>		<p>Co-ordinate home visits for most vulnerable debtors .</p>	<p>The voluntary services are viewed as an integral part of the recovery of income. Their independence, contribution and co-operation complements the core objective of improved service delivery. .</p>	<p>30092007</p>	

Year Five 2008/2009

<p>Arrears Policy</p> <p>Best Value criteria met:</p> <p>Consult Challenge</p>		<p>Publicise recovery campaign in the press. Review Court Costs.</p>	<p>This strategy's aim is to realise maximum returns in income within the legislative framework whilst taking a realistic approach to debt. This also ensures full compliance with the financial standing orders.</p>	<p>Ongoing 31012008</p>	
<p>Staffing</p> <p>Best Value criteria met:</p> <p>Consultation Challenge</p>		<p>Staff Development Reviews and new training plan. Total review of budget and staff costs. Explore feasibility of performance related pay.</p>	<p>In order to deliver the collection of income that has corporately been budgeted for, all payment types require analysis to maximise income at the lowest cost. The implementation of AUDDIS whilst making staff savings will require additional funding.</p>	<p>30082008 31012008 31012008</p>	

<p>Payment methods</p> <p>Best Value criteria met: Challenge Compete</p>		<p>Replace all plastic cards for remaining cash payers. Review all payment methods.</p>	<p>In order to deliver the collection of income that has corporately been budgeted for, all payment types require analysis to maximise income at the lowest cost. The implementation of AUDDIS whilst making staff savings will require additional funding.</p>	<p>28022008 30042008</p>	
<p>Performance indicators</p> <p>Best Value criteria met: Compare Compete</p>		<p>Review whole suite of Pi's. Maintain top quartile performance and 'shadow' English authorities.</p>	<p>Government targets dictate that billing authorities must strive to be amongst the top 25% of performing authorities. The strategy is to achieve this and implement 'best practice' initiatives to maintain this position.</p>	<p>30042008 31032009</p>	
<p>IT</p> <p>Best Value criteria met: Challenge Compete Compare Consult</p>		<p>New Sundry Debtor software installed. Review continued life span of Academy software.</p>	<p>Significant investment will be required to purchase new software for Sundry Debtors. This will replace in 2007 software that is over 10 years old. DIP research will be in conjunction with ICT and would have a staff cost to them.</p>	<p>30042008 30092008</p>	

General Best Value criteria met: Challenge		Offer services to other billing authorities.	There is some cost impact for the counter facilities but savings can be made by Directorate prompt payment.	31092008	
Voluntary Services Best Value criteria met: Consult		SLAs in place on customer care and co-operation.	The voluntary services are viewed as an integral part of the recovery of income. Their independence, contribution and co-operation complements the core objective of improved service delivery. .	30092008	

Key to Corporate Priorities

A. WE AIM TO PROVIDE THE SERVICES THAT THE PEOPLE OF DENBIGHSHIRE WANT

- By 2005, the public should be able to receive 80% of all services in the way that best suits them. They will be able to contact the council by a single telephone centre, face to face in our one stop shops and through our web site on the Internet.
- we will listen to what people want
- all letters, phone calls and e-mails will receive a full reply within 10 working days from April 2004.
- we will investigate all complaints and we will aim to provide a full reply within 20 working days from April 2004.
- area partnerships will include representatives of the public, voluntary bodies and businesses from April 2004.
- we will give each area partnership some money which it will decide how to spend
- We will spend more money on the following services in 2004-05 to improve them:
 - a clean and tidy environment
 - maintaining roads
 - social services
 - a safe environment

B. WE WILL OBTAIN AS MUCH MONEY AS POSSIBLE FOR DENBIGHSHIRE AND USE IT WISELY

- each year, we will obtain up to £10 million of grants from other bodies to improve the county
- we will raise as much money as possible from fees and charges so that we can improve services
- we will aim to spend more money on education to allow schools to maintain what they are doing now. But any further increase in funding for schools will depend on how much grant we get from the Assembly
- we will save money by changing what we do now to improve services
- we will introduce a staff suggestion scheme by April 2004
- we will spend money in 2004-05 on changes that will save us money in future
- we aim to sell £3m of land and buildings each year to improve our roads and other buildings
- we will increase spending on our buildings and roads by borrowing more money under the Local Government Act 2003
- we will increase our general savings to £3 million by March 2005
- we will support local businesses and other bodies by buying locally where we can

C WE WILL INVEST IN COUNCILLORS AND STAFF

- we aim to achieve the silver level of the Corporate Health and Safety Standard by September 2004
- we will take steps to recruit and retain important staff such as social workers
- every councillor who wants a computer will have one by May 2004, to reduce postage costs and improve communications
- we will spend money on training that helps the council to improve services
- we will take steps to recruit more young people from Denbighshire
- we will spend no more than £800k a year on temporary staff from agencies by October 2004.
- we aim that all staff should have a fairly assessed rate of pay for their work no later than March 2005 (this is called “single status”).
- from April 2004, we will appoint staff to grades rather than specific jobs, so that we have a more flexible workforce

D WE WILL IMPROVE THE IMAGE OF DENBIGHSHIRE

- in 2004-05 we will spend more money on improving the look of the area for residents and visitors, such as:
 - public toilets
 - tackling run down buildings or areas
 - improving buildings that are used most often by the public
 - getting rid of signs that bear the names of old councils.

- No ward in Denbighshire should be among the 20 most deprived areas in Wales by 2007, with none in the top 50 by 2012

- we will give more attention to tourism and attract more visitors to the area
- we will support the opening of high quality hotels in Rhyl and Prestatyn

- we will have a large marquee at the Llangollen International Eisteddfod and sponsor one of the concerts
- we will spend money on a programme of events in other parts of the county

AGENDA ITEM NO: 4

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR P J MARFLEET, LEAD MEMBER FOR FINANCE AND PERSONNEL

DATE: 14 SEPTEMBER 2004

SUBJECT: CORPORATE QUARTERLY PERFORMANCE REPORT AGAINST IMPROVEMENT PLAN 2004 / 2005

1 DECISION SOUGHT

1.1 That Cabinet consider the Corporate Quarterly Performance Report against the Improvement Plan 04/05 (Appendices I and II refers) and monitor closely:-

i) Progress being made against corporate and service risks with reference to local performance indicators with a view to considering any issue in greater depth as deemed necessary (Appendix I refers).

ii) Progress towards target of the statutory performance indicators with a view to considering any issue in greater depth as deemed necessary (Appendix II refers).

2 REASON FOR SEEKING DECISION

2.1 The Improvement Plan should be viewed as the Council's Work Programme which sets out the Authority's strategic aims and details how improvement will be made to areas of priority and significant corporate and service risk.

2.2 The Corporate Quarterly Performance Report is produced to promote the regular monitoring of performance against the Authority's Improvement Plan by Members and Senior Management Team.

2.3 The Community Strategy was agreed in April and contains a number of statutory and locally agreed performance measures and targets.

Systems are required to collect this data from the Authority and partner organisations and progress against targets will need to be monitored on a regular basis. This data will be included in future Corporate Quarterly Performance Reports. Progress against the Community Strategy will be monitored by the Community Strategy Steering Group.

2.4 The key issues for consideration from Quarter 1 (April, May and June) are noted below:-

Overall

51% of statutory indicators are ahead of target

9% of statutory indicators are on target

40% of statutory indicators are unlikely to meet the annual target if current performance continues

Policy Agreement Indicators

Data has not been provided for some of the new Policy Agreement Performance Indicators and this should be provided quarterly wherever possible.

Regeneration Targets

Data has not been provided for 75% of the regeneration targets.

Local Performance Indicators

The definitions for some local performance indicators require clarification and internally auditing against a Quality Assurance Checklist by the Corporate Performance Management Unit.

3 POWER TO MAKE THE DECISION

Performance management is a key element of the Wales Programme for Improvement which is underpinned by the statutory requirements of the Local Government Act 1999.

4 COST IMPLICATIONS

There maybe cost implications to the achievement of some statutory and local performance indicator targets.

5 FINANCIAL CONTROLLER STATEMENT

Performance management is a key element in ensuring quality services that are cost effective

6 CONSULTATION CARRIED OUT

Quarterly Performance Reports are produced by Heads of Service for Directors and copied to the Performance Management Unit. The reports are discussed with Lead Members and are the subject of Departmental Management Team meetings and are discussed with staff. The reports are also reviewed by Performance Management and Scrutiny Support Officers and distributed to the relevant Scrutiny Committees. A Review Of Quarterly Performance Reports is produced for each Scrutiny Committee which includes the comments of the appropriate officer. The corporate report is presented for consideration to the Corporate Executive Team and Cabinet.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Statutory performance indicators impact upon all policy areas including corporate.

8 RECOMMENDATION

8.1 That Members consider the Corporate Quarterly Performance Report (Appendices I and II) and identify any issues that require further discussion and/or remedial action.

-Denbighshire County Council

**REPORTING PROGRESS AGAINST THE
IMPROVEMENT PLAN 2004/2005**

THE COUNCIL'S WORK PROGRAMME FOR 2004/05

Corporate Issues

Corporate Issue	Progress Qtr 1	Target 2004/05
Managing Financial Resources – Alan Evans	Work began in Quarter 1 on Charging for services.	<ul style="list-style-type: none"> • Improved budget setting procedures • Improved linkage between Council priorities and resource allocation • Proper emphasis on forward planning • Develop policies on Council Tax and Reserves • Develop one year and three year financial plans • Identify efficiency savings • Review of Fees and Charges
Communications and Consultation - Steve Hatton	<p>A three phase Corporate Communications Review is underway and will be complete by October 2004.</p> <p>Phase 1, external communications, complete; Phase 2, customer care, underway; Phase 3, internal communications is also underway. Findings from the Review will be incorporated into the Corporate Communications Strategy.</p>	<ul style="list-style-type: none"> • Complete Best Value Review of Communications and Consultation • Agree approach to development of Customer Contact Centre and One Stop Shops
Human Resources - Linda Atkin	Culture/organisational development workshop undertaken with MMC 28 July. Work is progressing on single Status to complete Job Evaluation Questionnaires for all manual jobs. Software now in place to assist with salary modelling and evaluation of roles by January 2005. 20 members of management, staff and unions have been training in GLPC evaluation scheme. Midland HR has been awarded the tender for the HR system pending contract agreement. Awaiting delegated decision process prior to sign off.	<ul style="list-style-type: none"> • Emphasis on one organisation • Identify culture / key competencies • Roles of Corporate Directors • IIP Status achieved • Silver Corporate Health Award • Single Status implemented • Introduce HR computerised system • Further develop approaches to reduce absence / sickness

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	<p>Implementation kick-off meeting arranged for 10 September with core HR, self-service, absence and recruitment modules being implemented by January 2005.</p> <p>Initial induction programme for new members now complete. Ongoing development programme being planned</p>	<ul style="list-style-type: none"> • Staff development – clarity of roles / capacity building/leadership • Development requirements of the new council
Performance Management – Janette Ogden	<p>An induction day took place with new Members on PM and priority setting. A meeting has taken place with the Cabinet Member for PM. Training has been arranged for the Corporate Performance Management Group on developing a balanced set of indicators and target setting on the 27 September. A priority setting day has been organised with Members for the 3 September and a survey carried out with new Members.</p>	<ul style="list-style-type: none"> • Supporting new members • Developing a balanced set of performance measures • Improving target setting • Ensuring operational plans exist to support service business plans • Improving corporate priorities
Project Management – Linda Atkin	<p>Corporate methodology being presented to MMC on 2 September. Proposing 3 levels of project management within one corporate methodology.</p>	<ul style="list-style-type: none"> • Identify corporate methodology • Interim project management methodology put in place • Seek additional resources if applicable
Risk Management – Ivan Butler	<p>HIAS nominated as key contact for ACiW. The Corporate Risk Management Team has reformed and met. An Action Plan has been devised for risk management strategy implementation. Training sessions have been organised for risk management and business continuity.</p>	<ul style="list-style-type: none"> • Improved coordination with Audit Commission • Form Risk Management Team • Develop risk management methodology • Implement the risk management strategy and develop business continuity plans
Procurement – Cemlyn Foulkes/Arwel Staples	<p>The consolidation of the Procurement Strategy is ongoing with various meetings been held with other cross sector organisations to review their procurement strategies, concentrating especially on developing an e-procurement strategy. Further procurement strategy guidance also obtained e.g. National Local Government Procurement Strategy for England, which is currently being reviewed.</p>	<ul style="list-style-type: none"> • Consolidation of Procurement Strategy • Development of procedures • Recruitment of new team

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	<p>Numerous meetings have been in held with Internal Audit & Legal Services to review the new Contract Procedure Rules which were implemented on 01/04/04. A number of amendments have been proposed, which will be considered by CET, MMC, Corporate Governance, Resources Scrutiny, Cabinet & full Council shortly. Job descriptions for new posts have been approved by the Job Evaluation panel. The posts for the new staff will be advertised externally in the next issue of County Voice on 02 September 2004.</p>	
<p>Corporate Property – Gareth Evans</p>	<p>The two teams are in the process of being amalgamated. A Senior property manager is currently being recruited. Revised delegations have been agreed confirming the strategic role of AMC</p>	<ul style="list-style-type: none"> • Integrate the 2 teams • Appoint senior manager and identify other skills gaps • Improved decision-making – review role of AMC and opportunity for further delegations

Regeneration Targets

Performance Measure	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Baseline Data 03/04	Target 2008
Reduce the level of registered unemployed in Denbighshire	954 (1.8%)				1,142 (2.1%)	<1000
Attract 150 jobs per annum to Denbighshire by inward investment	Not available					150 jobs per annum
Create 228 additional high quality jobs through the Grant Strategy	14					57 (228 over 3 years)
Create 2,500 square metres of new industrial/commercial premises per annum	Not available					2,500 sq mtrs per annum
Review and implement a strategy for transport and infrastructure to support economic growth	Not available					Strategy implemented
Increase the number of tourists, especially within cultural tourism, who visit Denbighshire annually to over 2 million	Not available					>2 million

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Reduce economic inactivity by 20% across the County through implementation of a strategy for transport and infrastructure	Not available					20% reduction
Provide business advice, grants and training to encourage inward investment and the tourism industry	Not available					

Environment Directorate Issues

	Qtr 1
Environmental Health – Food Premises	The performance in terms of the national indicator is poor and is not on target. Operational Plans are being agreed that will give greater emphasis in terms of prioritising officer time to improve performance in this area. An additional Environmental Health Officer has been employed (three year contract PIG money) which should also have an impact on performance. More flexible staffing arrangements are also being explored which again should improve performance in this area. On a positive note the local indicator in terms of food samples taken is ahead of target (100 for the quarter) and further work has been undertaken in terms of pending prosecution against un-hygienic premises.
Waste Management	The overall recycling targets have been achieved. The removal of further recyclables from the waste stream is expected to commence later in the year when the infrastructure is in place to receive and collect them. This equipment is currently being procured.
Highways Maintenance	Highway Maintenance - Performance against targets in both emergency and category 1 repairs (7 day deadline) has been good, with a high level of response. Capital programme schemes for 2004/05 have been determined using the approved prioritisation criteria, with a concentration on principal roads which are displaying low skid resistance characteristics. Several serious highway / property flooding issues are also being addressed through the structural maintenance programme, as well as one bridge which has suffered long term width and weight restrictions. Measures aimed at addressing locations with a poor third party claims history are also being addressed utilising risk management funding.
Traffic Management and Road Safety	100% of accident reports have been produced within 10 working days of receiving accident information and remedial measures are being taken at accident cluster sites. The Child Pedestrian Skill Training Co-ordinator has resigned which will impact on the proportion of target school children who have completed child pedestrian skills
Property and Asset Management	The two teams are in process of being amalgamated. The Senior property manager is being recruited and delegations are being revised to confirm the strategic role of AMC
Vehicle Management and Maintenance	Cabinet approved Depot location and funding 21/04/04. A Planning Application for a new depot was approved by DCC Planning Committee on the 14/07/04.

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Public Realm	Multi-task work teams have been set up in trial areas (in order to eliminate organisational demarcation problems). Some progress has been made on the removal of geographical demarcation problems (between various council departments), but much work is still to be done. We now have an effective enforcement policy against litter, fly-tipping and dog mess, but not enough resources to implement these policies universally. They are being implemented selectively. The issuing of fixed penalty notices for environmental enforcement only commenced in June.
Private Sector Housing	Although only small in number the HMO properties that are being registered is showing steady increase. Two additional Housing Enforcement Officer positions are to be advertised in the near future (3 year contract PIG money) which should further boost work in the registration scheme and general enforcement work ensuring improvements to the quality of residential premises.

Key Local Performance Indicators (measuring progress against Environment Risks)

Risk	Measure	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target 05
Food Safety	Total number of food samples for the year	100				375
Waste Management	Development of cost effective medium to long term disposal options					Negotiate with prospective suppliers
	Tonnages removed – recyclable elements	0 removed				150
	Number of notices issued for trade waste disposal and fly tipping	10				50
Highways Maintenance	Asset Management Action Plans					
	Improve performance in respect of emergency repairs	100%				96%

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	Improve performance in respect of actionable repairs	96%				80%
	Increase level of third party claims repudiated	Not available				10%
	Increase proportion of pre-salting actions completed before frost forms	Winter Months only				96%
Traffic Management and Road Safety	Accident report produced within 10 working days of receiving accident information	100%				100%
	Implement three schemes per annum – accident cluster sites	Schemes will be completed by the end of the financial year				100%
	Proportion of target school year population who have completed child pedestrian skills	Not Available				100%
Vehicle Management and Maintenance	Improve proportion of safety checks carried out on appointed day	125				5%
	Reduce level of reported accidents	24				70
	Reduce vehicle downtime	No data available				5%
Public Realm	Budget combined under one management unit	None permanently resolved				66% combined

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	% of work covered by new area teams	20%				40% of work
	Improved customer reaction (annual survey)					20% improvement
	Number of enforcement actions taken for litter and fly tipping	39				100
Private Sector Housing	Number of houses in multiple occupation entered onto the Council's register	3				30

Personal Services Directorate

	Qtr 1
Children's Services	There are continuing pressures on fostering services and a lack of placement choice. This is set against a back drop of a high number of looked after children some of whom have complex needs. 2 young people have left care neither achieved GCSEs. The cost of looked after children is relatively high due to the high number of looked after children who require specialist residential accommodation from the Independent Sector and the need to purchase external foster care provision. The % of children on the child protection register whose cases are being reviewed on time is excellent at 100%. Social work allocation is being targeted to meet those most in need and performance reflects this. The arrival of Canadian social workers will reduce the % of social work vacancies.
Older People's Services	The cost of providing residential and nursing home care has exceeded target but the cost of providing homecare was below target but lower than the All Wales average unit cost. The rate of delayed transfers of care continues to be excellent and the rate of assessments has reduced in line with the Department's objective to carry out more targeted assessments. The number of people supported in residential care or nursing homes has exceeded target but the number with learning disabilities helped to live at home has slightly reduced.
Housing Strategy	A Cabinet report on improving the Council Housing Stock was presented to Cabinet on the 20 th July which proposed that a series of seminars be held over the summer to enable Members to be fully briefed prior to submission of papers for consideration by Scrutiny Committees in September.
Homelessness	The demands of implementing the homeless provision for providing temporary accommodation has seen the average time for Bed and Breakfast placement rise and the services is above the projected target time. Robust efforts are being made to ensure that the target time of 4 weeks is reached. Alternatives to B & B accommodation are being sought for all priority need groups, the B & B time has decreased for families but with a consequential rise for other priority groups.

Key Local Performance Indicators (measuring progress against Personal Services Risks)

Risk	Measure	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target 05
Children's Services	Child Concern Model Implemented	Work progressing				Child Concern Model implemented
	Rapid Response Team established	On track				Team in place and base line data established
	% of child care social workers	On track				15% reduction
	% of child protection casers checked deemed to be seriously compliant	Further work needed				Audit completed and baseline data established
	% staff meeting national targets for qualifications	Further work needed				85%
Older People's Services	Costed and timed Development Plan	On track				Identify priority developments in older people's services
	Older People's Strategy agreed	On track				Develop strategy and link to locality planning
	Number of people taking up Direct Payment Scheme	10				20
	Establish Contact Warden Scheme	On track				Contract Warden Scheme established
	Project Plan for development of residential homes/related developments agreed	On track				Project Management Plan developed for extra care developments

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	% social work vacancies	Further work needed			Audit completed and baseline data established
Housing Strategy	No of meetings	Decision Sept 04 following Seminars			25
	No of tenants involved				25% (1,000)
	Contact with tenants	Jan 05			90%
	Responses to documents				5%
	Turn out to vote on Housing Stock Transfer	Feb/March 05			50%

Lifelong Learning Directorate















	Qtr 1
School Performance	Results will be available from WAG October 2004

Key Local Performance Indicators (measuring progress against Lifelong Learning Risk)

Risk	Measure	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target 05
School Performance	All Primary Schools to be monitored by subject specialists with support from Education Officers.	16.6% 9 schools completed				16.6% 9 schools
	All Secondary schools to be monitored by subject specialists with support from Education Officers.	100% 8 schools				100% 8 schools

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Policy Agreement (PA) Indicators are in bold.

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KEY:	Target Slippage 	Colours denote progress against 04/05 Targets												
	On Target 													
	Ahead of Target 													
COMMUNITY SAFETY														
1.16 a	Number of racial incidents recorded per 100,000 population recorded. CUMULATIVE	Cllr E Edwards : Mike Denman	37.6	Not set	54.1	Not available								20
1.16 b	The percentage of racial incidents that resulted in further action	Cllr E Edwards : Mike Denman	99.27%	Not set	100%	Not available								100%
1.17	The number of domestic violence refuge places per 10,000 population, provided or supported by authority	Cllr E Edwards, Mike Denman	0.65	4.19	4.14	4.19								4.14
12.1	Domestic burglaries per 1,000 households. CUMULATIVE	Cllr E Edwards, Mike Denman	12.2	12	11.2	2								10.03
12.2 a	Violent offences committed by a stranger per 1,000 population.	Cllr E Edwards, Mike Denman	5.33	10.68	9.81	3								8.83
12.2 b	Violent offences committed in a public place per 1,000 population	Cllr E Edwards, Mike Denman	11	11.37	10.06	3								9.54
12.2 c	Violent offences committed in connection with licensed premises per 1,000 population	Cllr E Edwards, Mike Denman	1.91	1.84	1.8	0.5								1.62
12.2 d	Violent offences committed under the influence per 1,000 population	Cllr E Edwards, Mike Denman	3.8	4.21	3.32	1								2.99
12.3	Vehicle crimes per 1,000 population	Cllr E Edwards, Mike Denman	17.2	12.08	11.0	2								9.93
12.4 a	Has the authority established a corporate strategy to reduce crime and disorder in their area? If no, go to (b)	Cllr E Edwards, Mike Denman	N/A	Yes	Yes	Yes								Not applicable
12.4 b	Has the BV authority established a timetable for doing so?	Cllr E Edwards, Mike Denman	N/A	Not applicable	Not applicable	Not applicable								Not applicable

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1.1 a	The level of compliance with the authority's approved Welsh Language Scheme (Service delivery)	Cllr S Davies, Collette Bennet	N/A	Good	Fair & Improving	Annual reporting								Good
1.1 b	The level of compliance with the authority's approved Welsh Language Scheme (Scheme Management)	Cllr S Davies, Collette Bennet	N/A	Good & Improving	Good & Improving	Annual reporting								Good and Improving
1.2	The level of CRE's "Standard for Local Government" to which the authority conforms	Cllr S Davies, Collette Bennet	N/A	Level 2	Level 2	Annual reporting								Level 3
COUNTY CLERK'S DEPARTMENT														
1.3	Number of complaints to an Ombudsman classified as maladministration	Cllr S Davies, Ian Hearle	10	0	0	0								0
1.4	The percentage turnout for local elections	Cllr S Davies, Ian Hearle	47.10%	35%	35%	44.65%								35%
DPAPI	Satisfaction on a scale of 1 – 5 with 1 being the highest level of satisfaction. Figure derived from survey analysis	Cllr S Davies, Steve Hatton			2.41	Community Strategy to address funding								
ICT														
1.5	The percentage of interactions with the public which are capable of electronic service delivery and which are being delivered using internet protocols etc. Annually	Cllr S Davies, Peter Wickes	N/A	45.5% average	54.00%	Annual reporting								64%
FINANCE AND PROPERTY														
1.6	The percentage of undisputed invoices paid within 30 days.	Cllr P Marfleet, Cemlyn Foulkes	80.50%	100%	92%	Annual reporting								100%
1.7	The percentage of Council Tax collected. CUMULATIVE	Cllr P Marfleet : Ken Jones	96.27%	96.5%	96.79%	32%								97.00%
1.8	The percentage of non-domestic rates which should have been received during the year that were received. CUMULATIVE	Cllr P Marfleet, Ken Jones	96.58%	96.50%	97.54%	30.67%								97.50%
1.15	The percentage of the authority's buildings open to the public that are suitable for accessible to disabled people	Cllr J Thompson-Hill, Stephen M Williams	18.10%	Not set	1.67%	6.00%								100%
HOUSING BENEFIT/ COUNCIL TAX BENEFIT														
11.1	Whether authority has strategy for combating fraud and error	Cllr P Marfleet : Jackie Walley	N/A	Yes	Yes	Yes								Yes
11.3 a	Average time for processing new claims	Cllr P Marfleet, Jackie Walley	N/A	47 days	49 days	59 days								39 days

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11.3 b	Average time for processing change of circumstances	Cllr P Marfleet : Jackie Walley	N/A	10 days	13 days	17 days								39 days
11.4 a	Percentage of claims where calculation of benefits correct	Cllr P Marfleet : Jackie Walley	97.0%	98.6%	99.0%	98.6%								98.6%
11.4 b	Percentage of recoverable overpayments that were recovered in the financial year. CUMULATIVE	Cllr P Marfleet : Jackie Walley	48.50%	38.00%	38.00%	10.38%								38%
PERSONNEL														
1.9	The percentage of senior management posts filled by women	Cllr P Marfleet : Linda Atkin	16.00%	>25%	25%	25%								26%
DPAPI 8	The percentage of senior management positions filled by women – P03 and above	Cllr P Marfleet : Linda Atkin		31%		33%								34%
1.10	The number of working days/shifts per FTE lost due to sickness absence. CUMULATIVE	Cllr P Marfleet, Linda Atkin	12 days	11 days	11.5 days	10.2 days								10 days
1.12	Ill health retirements as a percentage of the total workforce CUMULATIVE	Cllr P Marfleet : Linda Atkin	0.52%	0.6%	0.48%	0.10%								0.60%
1.13	The percentage of total workforce that declare they are disabled per Disability Disc Act 1995 Annual Reporting	Cllr P Marfleet : Linda Atkin	1.66%	>2.6%	2.64%	2.60%								2.60%
1.14	Minority ethnic community staff as a percentage of total workforce Annual Reporting	Cllr P Marfleet : Linda Atkin	0.96%	0.6%	0.30%	0.32%								0.6%
DPAPI 5	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire	Cllr P Marfleet : Linda Atkin		14		Six monthly reporting - Sept and March								20
EDUCATION														
2.1	Average GCSE/GNVQ points score of 15/16 year olds in schools maintained by the authority ANNUALLY Academic Yr (November)	Cllr D Owens, Ieuan L Roberts	40	40	38	Results will be available from WAG - November 2004							40	
2.2 PA	% of pupils in schools maintained by the authority achieving 5 or more GCSE's at grades A*-C or the vocational equivalent ANNUALLY Academic Yr (November)	Cllr D Owens, Ieuan L Roberts	49.70%	56.80%	46.50%	Results will be available from WAG - November 2004							52.20%	
2.3	% of pupils in schools maintained by the authority achieving one or more GCSE's at grade G or above or the vocational equivalent ANNUALLY Academic Yr (November)	Cllr D Owens : Ieuan L Roberts	92.35%	93%	90.17%	Results will be available from WAG - November 2004							91%	
2.4a P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 mathematics test ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	72.73%	69.20%	72.54%	Results will be available from WAG - November 2004							80.80%	

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2.4b P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 English test ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	79.41%	67.60%	77.44%	Results will be available from WAG - November 2004							77.40%	
2.4c P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	75%	71.30%	79.11%	Results will be available from WAG - November 2004							73.40%	
2.4d P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Science test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	85.49%	71.40%	85.89%	Results will be available from WAG - October 2004							78.30%	
2.5 a	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Mathematics test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	61.96%	69.00%	67.53%	Results will be available from WAG - October 2004							67%	
2.5 b	% 14 year olds in schools maintained by the authority achieving Level 5 or above on the National Curriculum Key Stage 3 English test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	61.38%	67%	62.82%	Results will be available from WAG - October 2004							67%	
2.5 c	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Welsh (first language) test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	70.77%	82.00%	74.78%	Results will be available from WAG - October 2004							79%	
2.5 d	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Science test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	67.14%	66.00%	70.53%	Results will be available from WAG - October 2004							67%	
2.6	% 15/16 year olds achieving the 'core subject indicator'. Those pupils achieving at least grade C in GCSE English or Welsh, Maths and Science combined. ANNUALLY Academic Yr (November)	Cllr D Owens : Ieuan L Roberts	35.97%	43.30%	34.88%	Results will be available from WAG - November 2004							42.80%	
2.7a P A	% 15/16 year olds leaving full time education without a recognised qualification. ANNUALLY Academic Yr (December)	Cllr D Owens, Ieuan L Roberts	3.08%	0.9%	2.87%	Results will be available from WAG - December 2004							2.20%	
2.8 a	Number of primary pupils permanently excluded per 1,000 primary pupils. Reported upon Termly	Cllr D Owens, Ieuan L Roberts	0.32	0	0.51	Oct-04								0.34
2.8 b	Number of secondary pupils permanently excluded per 1,000 secondary pupils. Reported upon Termly	Cllr D Owens, Ieuan L Roberts	1.68	1.07	1.43	Oct-04								0.64

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2.8 c	Number of special pupils permanently excluded per 1,000 special pupils. Reported upon Termly	Cllr D Owens, Ieuan L Roberts	3.45	0	0	Oct-04								0
2.11 a	Percentage permanently excluded pupils attending <10 hours alternative tuition/week. Reported upon Termly	Cllr D Owens, Ieuan L Roberts	56.50%	0%	7.1%	Oct-04								0%
2.11 b	Percentage permanently excluded pupils attending 10-25 hrs alternative tuition/week. Reported upon Termly	Cllr D Owens, Ieuan L Roberts	33.50%	0%	92.9%	Oct-04								75%
2.11 c	Percentage permanently excluded pupils attending >25 hrs alternative tuition/week. Reported upon Termly	Cllr D Owens, Ieuan L Roberts	10.10%	100%	0%	Oct-04								25%
2.12 a	Percentage primary classes with more than 30 pupils - reception to year 2 inclusive. ANNUALLY - January	Cllr D Owens, Ieuan L Roberts	2.62%	2.00%	3.45%	Results will be available from WAG - Jan 05							2.00%	
2.12 b	Percentage primary classes with more than 30 pupils - year 3 to 6. ANNUALLY - January	Cllr D Owens, Ieuan L Roberts	14.12%	8%	14.52%	Results will be available from WAG - Jan 05							8.0%	
2.13 a	The number of statements issued during the year. ANNUALLY - February	Cllr D Owens, Ieuan L Roberts	1893	97	64	Results will be available from WAG - Apr 05							92	
2.13 b (i)	% of statements of special educational needs prepared within 18 weeks excluding those affected by the 'exceptions to the rule' under SEN code of practice. ANNUALLY - February	Cllr D Owens, Ieuan L Roberts	70.20%	100%	81.30%	Results will be available from WAG - Apr 05							90%	
2.13 b (ii)	% of statements with special educational needs finalised within 26 weeks excluding those affected by the 'exceptions' to the rule under SEN code of practice. ANNUALLY - February	Cllr D Owens, Ieuan L Roberts	72.20%	100%	89.10%	Results will be available from WAG - Apr 05							90%	
2.14 P A	The percentage of attendance, those present or on approved educational activities, in secondary schools. ANNUALLY Sept 2002 - May 2003	Cllr D Owens, Ieuan L Roberts		89.82%	90.02%	Results will be available from WAG - Oct 04							90.50%	
SOCIAL SERVICES														
3.1	Stability of placements of children looked after by the authority by reference to the percentage of children looked after on 31 March in any year with three or more placements during the year. (Not cumulative - 3 monthly)	Cllr M German, Nicola Francis	8.25%	<15%	20.11%	6.06%								17%
3.2 a	Educational qualifications of children looked after by reference to the percentage of young people leaving care age 16 or over with one or more GCSE's at Grade A* to Grade G or GNVQ equivalent one or more (Cumulative - 3 monthly)	Cllr M German Nicola Francis	45.36%	75%	27.27%	0%								45%

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3.2 b	Educational qualifications of children looked after by reference to the percentage of young people leaving care age 16 or over with two or more GCSE's at Grade A* to Grade G or GNVQ equivalent two or more (Cumulative - 3 monthly)	Clr Mike German, Nicola Francis	37.86%	50%	27.27%	0%								38%
3.3 P.A	The percentage of young people in care on their 16th birthday who have a care plan and/or pathway plan for their continuing care (Cumulative - 6 monthly reporting)	Clr M German : Nicola Francis	96%	75%	30%	Not applicable								80%
3.4 P.A.	The percentage of first placements (for looked after children) beginning with a care plan in place (Cumulative 6 monthly reporting)	Clr M German : Nicola Francis	65.80%	80%	57.9%	Awaiting File Audit In August								70%
3.5	Average weekly costs of services for children looked after in foster care or in a children's home (Cumulative - 3 monthly)	Clr Mike German, Nicola Francis	£427	£415	£501	£522								£515
3.6 a	Cost of providing social services to adults by reference to gross cost per week for residential and nursing home care (Expenditure Data = Cumulative, Activity Data = Not Cumulative - 3 monthly)	Clr P Dobb, Neil Ayling	£419	£390	£405	£406								£425
3.6 b	Cost of providing social services to adults by reference to gross cost per week for home care (Expenditure Data = Cumulative, Activity Data = Not Cumulative - 3 monthly)	Clr P Dobb, Neil Ayling	£101	£70	£56	£69								£58
3.7 P.A	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over (Not Cumulative - 3 monthly)	Clr P Dobb, Neil Ayling	101.76	126	122.35	104								100
3.8 P.A.	The rate of delayed transfers of care for social reasons per 1,000 population aged 75 and over (Cumulative - 3 monthly)	Clr P Dobb, Neil Ayling	18.15	2.53	1.34	0.1								<2.53
3.9 P.A.	The percentage of adult clients receiving a written statement of their needs and how they will be met (Cumulative 6 monthly)	Clr P Dobb, Neil Ayling	87	97%	100%	File Check In October								99%
3.10	The rate of assessments of people aged 65 and over per 1000 population aged 65 and over (Cumulative - 3 monthly)	Clr P Dobb, Neil Ayling	146.27	165	178.65	36.02								170
3.11	Nights respite care provided or funded by authority per 1,000 population aged 18 or over (Cumulative - 3 monthly)	Clr P Dobb, Neil Ayling	102.83	117	217.54	33.5								217
3.12	The percentage of Children on the CPR whose cases should have been reviewed that were reviewed (Not Cumulative - 3 monthly)	Clr M German : Nicola Francis	72.80%	95%	91.7%	100%								90%

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3.13 P.A.	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 - 3 monthly)	Cllr P Dobb, Neil Ayling	29.45	22	32.93	32.98								41
3.14 a P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (physical or sensory disabled) Not Cumulative - 3 monthly	Cllr P Dobb, Neil Ayling	5.18	10.07	5.34	5.76								5.50
3.14 b P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (learning disabilities) Not Cumulative - 3 monthly	Cllr P Dobb, Neil Ayling	3.58	4	3.59	3.5								3.72
3.14 c P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (mental health problems) 6 Monthly	Cllr P Dobb, Neil Ayling	3.39	9.77	4.75	Manual Collection Oct and March								5
3.15 a P.A.	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children on the child protection register) Not Cumulative - 3 monthly	Cllr M German : Nicola Francis	99.00%	100%	98.1%	100%								100%
3.15 b P.A.	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children looked after excluding 3.15a) Not Cumulative - 3 monthly	Cllr M German : Nicola Francis	98.10%	100%	92.2%	83%								80%
3.15 c P.A.	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children in need excluding 3.15 a and b) not cumulative - 3 monthly	Cllr M German : Nicola Francis	83.80%	100%	62.4%	60%								70%
NEW PA	% of 15/16 year olds leaving full-time education without a recognised qualification in local authority care	Cllr M German: Nicola Francis			29%	Not applicable								25%
NEW PA	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date.	Cllr M German : Nicola Francis	N/A	New		44%								60%
NEW PA	% of children looked after at 31 March - one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	Cllr M German : Nicola Francis	N/A	New	24%	7.70%								20%
NEW PA	Increase in number of child care places	Cllr M German : Nicola Francis			4314	4836								4506

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HOUSING														
4.1 a	The proportion of unfit private sector dwellings made fit/demolished - direct LA action. Annually	Cllr P Dobb : Graham Boase	0.046	0.052	0.062	Annual reporting								0.070
4.1 b	The proportion of private sector dwellings vacant for 6mths+ reoccupied from LA action. Annually	Cllr P Dobb : Graham Boase	0.0155	0.0056	0.0153	Annual reporting								0.0200
4.2	Average SAP energy efficiency rating of LA owned dwellings	Cllr P Dobb, Paul Quirk	N/A	52	51.6	Annual reporting								53.0
4.5 a	Rent arrears of current tenants as a proportion of rent roll	Cllr P Dobb : Paul Quirk	0.0268	0.039	0.0435	Annual reporting								0.0370
4.5 b	Rent arrears of former tenants as a proportion of rent roll	Cllr P Dobb : Paul Quirk	0.02	0.013	0.015	Annual reporting								0.013
4.5 c	Rent arrears of current and former tenants written off as not collectable as a proportion of rent roll	Cllr P Dobb : Paul Quirk	0.0123	0.009	0.0040	Annual reporting								0.0037
4.6	Proportion of decisions on homelessness applications made and notified within 33 days	Cllr P Dobb, Paul Quirk	0.876	0.930	0.957	0.960								0.950
4.7	Average relet times for LA dwellings let during the financial year	Cllr P Dobb, Paul Quirk	N/A	46 calendar days	41.8 calendar days	48 calendar days								39 calendar days
4.10 a	Percentage of repairs completed within target time (a) classed as emergency	Cllr P Dobb, Paul Quirk	89.50%	95%	93.2%	81.10%								95%
4.10 b	Percentage of repairs completed within target time (b) classed as urgent	Cllr P Dobb, Paul Quirk	72.20%	90%	89.70%	86.60%								90%
4.11	Average time taken to complete non-urgent responsive repairs	Cllr P Dobb, Paul Quirk	N/A	50 days	43.3 days	41 days								42 days
4.12	Does the authority follow CRE's code of practice in rented housing?	Cllr P Dobb, Paul Quirk	N/A	Yes	Yes	Yes								Yes
4.13 a	Are there landlord wide Tenant Participation Compacts (TPCs)?	Cllr P Dobb : Paul Quirk	N/A	Yes	Yes - Jan 04	Yes								Yes
4.13 b	When was the most recent review of a landlord wide TPC in partnership with tenants?	Cllr P Dobb : Paul Quirk	N/A	Quarterly Basis	Jan-04	May-04								Quarterly
4.13 c	What proportion of tenants are covered by local or group-specific TCPs?. Annual	Cllr P Dobb : Paul Quirk	0.2	5	0	0								0.05
4.14	The number of homeless households placed by the authority in temporary housing for more than six months. Annual	Cllr P Dobb : Paul Quirk	444.8	Nil	5.8	12								5
4.15	Average rent lost per tenant through dwellings being left vacant during the financial year. Annual	Cllr P Dobb, Paul Quirk	£77.35	£32.81	£28.91	Annual reporting								£29.07

Please note: Trend analysis cannot be shown for Quarter 1.

Policy Agreement (PA) Indicators are in bold.

NAWPI	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Target	2003/04 Data	Data Quarter 1 July 04/05	Performance	Data Quarter 2 Oct 04/05	Performance	Data Quarter 3 Jan 04/05	Performance	Data Quarter 4 April 04/05	Performance	2004/05 Target
NEW PA	A reduction in the use of Bed and Breakfast accommodation for homeless families with children, except in emergencies	Cllr P Dobb, Paul Quirk	N/A		£105.00									70
NEW PA	Reduction in the average length of time people spend in temporary accommodation by all households during the period of the agreement	Cllr P Dobb, Paul Quirk	N/A		39 weeks									33 weeks
NEW PA	Percentage reduction in energy use and carbon dioxide emission in the housing stock:- a) Housing Within the County of Denbighshire	Cllr P Dobb, Paul Quirk/Graham Boase	N/A		a) 0.94%									a) 1%
ENVIRONMENTAL SERVICES														
5.1 a (i) P.A	Percentage of municipal waste recycled or reused. Quarterly	Cllr E Williams : Steve Parker	7.92%	7.5%	6.79%	10.90%								10.5%
5.1 a (ii) P.A	Percentage of incinerator residues, beach cleansing wastes, rubble and abandoned vehicles recycled. Quarterly	Cllr E Williams : Steve Parker	78.10%	70%	80.48%	98.00%								95%
5.1 b P.A.	Percentage of municipal waste composted. Quarterly	Cllr E Williams : Steve Parker	4.15%	7.5%	6.32%	7.60%								7.5%
5.1 c P.A	Percentage of municipal waste used to recover heat, power and other energy sources. Quarterly	Cllr E Williams : Steve Parker	0	0%	0%	0%								0%
5.1 d P.A.	Percentage of municipal waste landfilled. Quarterly	Cllr E Williams : Steve Parker	84.16%	82%	83.23%	78.80%								79%
5.5 P.A.	Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness. Quarterly	Cllr E Williams : Steve Parker	94.02%	95%	95.80%	97.00%								96.00%
5.7 P.A.	The percentage of population served by kerbside collection of recyclables. Quarterly	Cllr E Williams : Steve Parker	50%	44%	55%	53%								55%
NEW PA	Percentage reductions in carbon emissions in the non domestic public stock	Cllr J Thompson-Hill : Gareth Evans			2842 tonnes	Annual reporting - May 05								0%
DPAPI6 PA	New high quality jobs created through financial support programme - Cumulative	Cllr R W Hughes: Gareth Evans			247 (over 3 years)	14								57
DPAP17 PA	Implement BREEAM Standard for all new designs for DCC sponsored buildings which are non residential	Cllr J Thompson-Hill : Gareth Evans												100%
NEW PA	Increase in affordable housing by a combination of (i) public sector programme and (ii) 30% element in new private housing schemes	Cllr E Williams/Cllr P Dobb : Graham Boase												85
TRANSPORT														

Please note: Trend analysis cannot be shown for Quarter 1.

Policy Agreement (PA) Indicators are in bold.

NAWPI	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Target	2003/04 Data	Data Quarter 1 July 04/05	Performance	Data Quarter 2 Oct 04/05	Performance	Data Quarter 3 Jan 04/05	Performance	Data Quarter 4 April 04/05	Performance	2004/05 Target
6.1	Cost of highway maintenance per km on principal roads. Annually	Cllr E W Williams : Steve Kent	£21,966.27	£7,885.00	£6,258.06	Annual reporting								£3,211
6.3 a	Condition of principal roads. Annually	Cllr E W Williams : Steve Kent	1.80%	Not set	11.0%	Annual reporting								12%
6.3 b	Condition of non-principal roads. Annually	Cllr E W Williams : Steve Kent	22.7%	Not set	14.6%	Annual reporting								30%
6.4	Percentage of street lamps not working. Quarterly	Cllr E W Williams : Steve Kent	N/A	0.5%	1.76%	0.41%								0.7%
6.10	The percentage of total length of footpaths and other rights of way easy to use by the public. Annually	Cllr E W Williams : Steve Kent	43.70%	65%	56%	Annual reporting								64%
PIANNING AND PUBLIC PROTECTION														
7.1 a	Does the authority have a Unitary Development Plan in place? If no, go to (b) and (c)	Cllr E W Williams : Graham H Boase	N/A	Yes	Yes	Yes		Yes		Yes				Yes
7.1 b	Is there a deposit Unitary Development Plan in place?	Cllr E W Williams : Graham H Boase	N/A	Not applicable	Not applicable	Not applicable								Not applicable
7.1 c	What percentage of the population of the authority is covered by local plans which were adopted in the last 5 years?. Annually	Cllr E W Williams : Graham H Boase	33%	100%	100%	100%								100%
7.3	The number of advertised departures from the adopted development plan approved by the authority as a percentage of total permissions granted	Cllr E W Williams : Graham H Boase	0.48%	<2.5%	0.40%	0.33%								<1%
7.4	The percentage of planning applications determined within 8 weeks. Quarterly	Cllr E W Williams : Graham H Boase	62.81%	75%	70.5%	72.7%								70%
7.6	Quality in customer service (Planning Officers Society Wales checklist). Quarterly	Cllr E W Williams : Graham H Boase	7/11	11/11	11/11	11/11								11/11
7.7	The percentage of standard searches carried out in 10 working days. CUMULATIVE	Cllr E W Williams, Graham Boase	90.40%	65%	55.10%	40.60%								65%
NAWPI 7.7 was previously the responsibility of the County Clerk's Department														
8.1 a	The percentage of food premises inspections that should have been carried out that were for high-risk premises. Cumulative	Cllr E W Williams : Graham H Boase	90.6%	100%	74.9%	6.7%								60%

Please note: Trend analysis cannot be shown for Quarter 1.

Policy Agreement (PA) Indicators are in bold.

NAWPI	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Target	2003/04 Data	Data Quarter 1 July 04/05	Performance	Data Quarter 2 Oct 04/05	Performance	Data Quarter 3 Jan 04/05	Performance	Data Quarter 4 April 04/05	Performance	2004/05 Target
8.2 a	Score against the checklist of enforcement best practice for environmental health standards.	Cllr E W Williams : Graham H Boase	69.16%	90%	84%	83.5%								90%
8.2 b	Score against the checklist of enforcement best practice for trading standards.	Cllr E W Williams : Graham H Boase	70.11%	90%	84%	83.5%								90%
CULTURAL SERVICES														
DPAPI 4	Number participating in the Healthy Living Initiative	Cllr S Roberts : Ann Gosse			650									682
7.8 a	Is a local biodiversity action plan in place for the authority's area? If no, go to (b)	Cllr E Williams : Ann Gosse	N/A		No	Plan launched June 2003								Yes
7.8 b	Will there be such a plan in place within the next 12 months?	Cllr E Williams : Ann Gosse	N/A		Yes	Yes								Yes
9.1	The number of pupils visiting museums and galleries in organised school groups. CUMULATIVE	Cllr S Roberts : Ann Gosse	140,291	9379	9384	2,783								9,660
9.2	The number of visits to public libraries per 1,000 population CUMULATIVE	Cllr S Roberts, Ann Gosse	4,377.12	6,300	6509.73	Not available								6,600
9.3	The number of swims and other visits to swimming pools and sports centres per 1,000 population CUMULATIVE	Cllr S Roberts, Ann Gosse	9,162	9388	9394	2,322								7,990

AGENDA ITEM NO: 5

REPORT TO CABINET

CABINET MEMBER: Councillor P J Marfleet - Lead Member for Finance and Personnel

DATE: 14 September 2004

SUBJECT: Revenue Budget 2004/05

1 DECISION SOUGHT

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

2 REASON FOR SEEKING DECISION

The need to deliver the Council's agreed budget strategies.

3 POWER TO MAKE THE DECISION

Local Authorities are required under section 151 of the Local Government Act (1972) to make arrangements for the proper administration of their financial affairs.

4 COST IMPLICATIONS

The projections undertaken at the end of July 2004 show a potential gross overspend at year end of £0.571m. The projected overspend at the end of May 2004 was £0.155m. The increase is attributable to overspends now being predicted in the Environment and Personal Services Directorates and the Chief Executive's department.

5 FINANCIAL CONTROLLER STATEMENT

Services are continuing the exercise of identifying measures to offset the impact of the anticipated budget pressures. Further work remains to be undertaken and Cabinet will be updated with the outcome at its next meeting.

6 CONSULTATION CARRIED OUT

Lead Cabinet Members will be required to consult with Heads of Service to agree necessary remedial action to prevent overspends in 2004/05.

7 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.

8 RECOMMENDATION

That Members note the figures in the appendices and consider remedial actions to align projected spending levels with approved budgets.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05

Summary of Pressures
POSITION AS AT END JULY 2004

Directorate	Year to Date			2004/05 Totals				Projected Variance (Previous Report)
	Budget Profile	Actual to End Jul 04 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at End Jul 04	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Lifelong Learning (excluding schools delegated)	5,892	3,230	-2,662	18,707	18,711	18,883	172	136
Environment	8,014	8,279	265	21,044	21,042	21,120	78	0
Personal Services	9,234	9,825	591	27,289	27,187	27,425	238	19
Chief Executive	783	622	-161	2,496	2,463	2,546	83	0
Resources	1,597	2,218	621	5,411	5,547	5,547	0	0
Corporate, Miscellaneous & Benefits	4,352	3,876	-476	3,554	3,464	3,464	0	0
	29,872	28,050	-1,822	78,501	78,414	78,985	571	155
Non - Service Items:								
Capital Financing Charges/Investment Income				10,790	10,790	10,790	0	0
Precepts & Levies				4,737	4,737	4,737	0	0
	94,028	93,941		94,028	93,941	94,512		
Total Variance							571	155

Note:

The Management Accounting rules of the Council require debtor account entries to be reversed in respect of amounts outstanding for more 30 days after the due date. In the event that debts cannot be collected Services will be required to meet the cost of the debt write-off. This may impact on the actual outturn achieved by Services at the year end.

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
LIFELONG LEARNING
POSITION AS AT END JULY 2004**

	- Year to Date -			2004/05 Totals				Projected Variance (Previous Report)
	Budget Profile	Actual to End Jul 04 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at End Jul 04	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Individual Schools Budget	15,783	14,691	-1,092	42,427	42,508	42,508	0	0
School Funds Held Centrally	3,261	768	-2,493	11,494	11,457	11,501	44	44
Non school Funding	118	256	138	402	402	402	0	0
Leisure Services	1,263	1,084	-179	3,158	3,167	3,295	128	92
Culture	799	834	35	2,641	2,673	2,673	0	0
Countryside	264	138	-126	452	452	452	0	0
Youth	187	150	-37	560	560	560	0	0
	5,892	3,230	-2,662	18,707	18,711	18,883	172	136
Total Lifelong Learning	21,675	17,921	-3,754	61,134	61,219	61,391	172	136

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
LIFELONG LEARNING
POSITION AS AT END JULY 2004**

Notes:

<u>Comments</u>	Current Month	Previous Month
	£ 000s	£ 000s
Education:		
School Funds Held Centrally:		
School Transport:		
Additional costs arising from contract retendering.	44	44
	44	44
Culture and Leisure:		
Leisure:		
Effect of closure at Rhyl Leisure Centre for refurbishment	92	92
DDA/Leisure Improvement Programme/N.O.F. - Service disruption	36	0
	128	92
Directorate Total	172	136

The Directorate will need to address the following pressures by identifying compensating savings:

	£000s
Potential impact of increased pay award	21
Topslicing to fund the production and distribution of County Voice.	31
Topslicing to fund ICT infrastructure upgrades & improvements.	38

	90

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
ENVIRONMENT
POSITION AS AT END JULY 2004

	- Year to Date -			2004/05 Totals				Projected Variance (Previous Report)
	Budget Profile	Actual to End Jul 04 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at End Jul 04	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Development Services - (Note 1)	1,253	1,611	358	4,144	4,172	4,212	40	0
Transport & Infrastructure - (Note 2)	1,020	1,273	253	5,688	5,568	5,577	9	0
Planning & Public Protection	808	612	-196	2,333	2,317	2,339	22	0
Environmental Services - (Note 3)	4,627	4,553	-74	7,861	7,854	7,854	0	0
Director & Support	306	230	-76	1,018	1,131	1,138	7	0
Total Environment	8,014	8,279	265	21,044	21,042	21,120	78	0

Notes:

- 1 - Ledger profile not reflecting the use of the commitments system on design Services. Also Objective 1 income for Tourism Phase 2 has yet to be received.
- 2 - Commitments input at the start of the year on Highways repairs - ledger profile to be amended.
- 3 - Increased income ahead of budget profile and delays in appointing staff to vacant posts.

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
PERSONAL SERVICES
POSITION AS AT END JULY 2004**

	- Year to Date -			2004/05 Totals				Projected Variance (Previous Report) £000s
	Budget Profile	Actual to End Jul 04 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at End Jul 04	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Children Services:								
Children and Families Operational Services	991	1,428	437	2,338	2,541	3,371	830	375
Children and Families Resources and Specialist Services	1,168	1,120	-48	3,849	3,687	3,253	-434	-122
Commissioning, Planning and Performance	62	80	18	207	287	267	-20	1
Community Development	90	88	-2	253	253	252	-1	0
Total Children Services	2,311	2,716	405	6,647	6,768	7,143	375	254
Adult Services:								
Learning Disabilities	1,053	1,101	48	4,088	3,932	4,266	334	288
Mental Illness	368	484	116	1,449	1,450	1,619	169	206
Older People	3,938	3,964	26	11,875	11,680	11,544	-136	-1,146
Physical Disability & Sensory Impairment	514	481	-33	1,655	1,714	1,803	89	210
Performance Management & Commissioning	676	666	-10	1,932	2,010	1,949	-61	141
Supporting People	-242	-255	-13	-2,673	-2,470	-2,510	-40	-44
Other Adult Services	70	185	115	419	526	372	-154	52
Cefndy Enterprises	49	63	14	212	147	147	0	0
Total Adult Services	6,426	6,689	263	18,957	18,989	19,190	201	-293
Business Support & Development	414	379	-35	1,571	1,324	1,384	60	39
Total Social Services	9,151	9,784	633	27,175	27,081	27,717	636	0
Non HRA Housing	83	41	-42	114	106	106	0	19
Total Personal Services	9,234	9,825	591	27,289	27,187	27,823	636	19
2003/04 Budget Underspend Brought Forward						-398	-398	
	9,234	9,825	591	27,289	27,187	27,425	238	19

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05**PERSONAL SERVICES****POSITION AS AT END JULY 2004****Notes:****Children Services:**

Specialist Placements (Fostering) is the main reason for the overspend, as there are some children with very complex needs.

Adult Services:**Older People - Free Nursing Care**

The Nursing Care Transfer was made to the LHB based on number of cases funded by SSD in 2002/03. Income projections have increased to take account of the increase in clients

Expensive Care Packages – Adult Services

There are a number of expensive care packages across client groups which will impact upon the Outturn.

Efficiency Savings

- A. Learning Disabilities Service - Community Living arrangements £100
- B. Quality Initiatives which is estimated at £53K
- C. Match Funding for Supporting People. £12.5K
- D. Reduction of agency costs in Senior Management budget code of £!

Directorate Costs

The increasing use of computers by all staff has led to a corresponding increase in the the number of leases and the set up costs of computer links to out lying offices. This has meant a steady increase in the overspend on this budget. This pressure may be resolved through the ICT budget plans.

Supporting People

Grant work is being undertaken to ensure all Supporting People projects are fully funded during 2004/05. Spend has got to be restrained during 2004/05 to allow for an anticipated shortfall in 2005/06.

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS
POSITION AS AT END JULY 2004**

	- Year to Date -			2004/05 Totals				Projected Variance (Previous Report)
	Budget Profile	Actual to End Jul 04 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at End Jul 04	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Chief Executive's Department	783	622	-161	2,496	2,463	2,546	83	0
Resources Directorate:								
Finance	608	1,240	632	2,426	2,583	2,583	0	0
Audit	133	103	-30	378	375	375	0	0
I.T	577	615	38	1,660	1,647	1,647	0	0
Personnel	279	260	-19	947	942	942	0	0
Total	1,597	2,218	621	5,411	5,547	5,547	0	0
Corporate & Miscellaneous Benefits	623	571	-52	3,534	3,444	3,444	0	0
	3,729	3,305	-424	20	20	20	0	0
Total	4,352	3,876	-476	3,554	3,464	3,464	0	0
Total Chief Executive's, Resources, Corporate & Misc. and Benefits	6,732	6,716	-16	11,461	11,474	11,557	83	0

REPORT TO CABINET

**CABINET MEMBER: COUNCILLOR P J MARFLEET, LEAD MEMBER
FOR FINANCE AND PERSONNEL**

DATE: 14 SEPTEMBER 2004

**SUBJECT: FINANCIAL REGULATIONS AND CONTRACT
PROCEDURE RULES - AMENDMENTS**

1 DECISION SOUGHT

- 1.1 To approve the enclosed amendments to the Financial Regulations and Contract Procedure Rules for submission to County Council and inclusion in the Council's Constitution.

2 REASON FOR SEEKING DECISION

- 2.1 The new Financial Regulations including the Contract Procedure Rules were formally approved by the County Council on the 16th March 2004 and have been implemented since 1st April 2004. It was agreed at Cabinet on 24th February that the new regulations would be reviewed after implementation and as a result of a continual review and improvement process, several issues have arisen that require amendments to the regulations. The amendments are enclosed as Appendix A (to follow).

- 2.2 Members are asked to note that Cabinet under CPR 1.6 have the power to amend the values within the CPRs and also the persons that are to take decisions or receive reports under the CPRs.

“ 1.6 The Cabinet may amend any amount shown in £ sterling in these Rules (other than the Table of Values). It may also amend the provisions of CPR 10.2, 25.3, 25.4, 31.1, 31.4 so far as they specify which member or members of the Cabinet, a Cabinet sub-committee or the Cabinet itself are to take decisions or receive reports under those CPRs.”

3 POWER TO MAKE THE DECISION

- 3.1 S.135 of the Local Government Act 1972
The Local Authorities (Executive Arrangements) (Modification of Enactments and Further Provisions) (Wales) Order 2002

4 COST IMPLICATIONS

- 4.1 Costs in connection with the amendments to the Financial Regulations, if any, will be contained within the departments existing budgets.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 The revisions to Financial Regulations have been made after careful consideration, following implementation of the new regulations in April 2004. The revisions should reduce ambiguity and make procurement procedures more efficient whilst continuing to maintain effective internal controls.

6 CONSULTATION CARRIED OUT

- 6.1 Since implementation, a continuous dialogue has taken place between Internal Audit, the County Clerk's department, the Strategic Procurement Manager and all user departments.
- 6.2 All directorates have been invited to attend training on the new Financial Regulations that included the opportunity for discussion and feedback to take place.
- 6.3 Consultation on the amendments has so far included the Chief Executive, Corporate Director (Resources), County Clerk and the Financial Controller. Additionally, Monthly Management Conference was presented with the documents for consultation earlier this month.
- 6.4 The documents were also presented to the Corporate Governance Committee in September 2004. Any further comments made by the Corporate Governance Committee or any other committee in the interim will be reported to Cabinet on the day.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 The Financial Regulations are part of the Council's Constitution.

8 RECOMMENDATION

8.1 That the amendments shown in Appendix A to be incorporated into the Financial Regulations including the Contract Procedure Rules, are recommended to County Council and be included in the Council's Constitution with effect from 1st October 2004.

Financial Regulations & CPR

	Existing Version	Comments	Proposed Version
6.4 Virement	Budget virement within services is at the discretion of the Head of Service providing the three conditions above are met. All other virement should follow the process set out in the following table :	Amend for clarification and following comments from service departments	Budget virement within services, <u>up to any amount</u> is at the discretion of the Head of Service <u>or equivalent</u> , providing the three conditions above are met. All other virement should follow the process set out in the following table:
6.4 Virement	Greater of £50k or 5% of budget.	Each entry in the Virement Table will be changed as follows:	<u>Up to the greater</u> of £50k or 5% of gross budget, etc.
6.9 Year End Balances	Net underspendings on service estimates under the control of the chief officer may be carried forward, subject to: a) reporting to Cabinet the source of underspending or additional income and the proposed application of those resources b) the approval of Cabinet where the underspending exceeds 5% of the individual budget heading	Amend to clearly reflect out procedures at year end that allow under spending and over spending to be managed within directorates in the first instance.	b) the approval of Cabinet where the underspending exceeds 5% of the <u>directorate budget</u> .
8.8 Capital Programme	A scheme and estimate, including project plan, progress targets and associated revenue expenditure should be prepared for each capital project for approval by the Cabinet.	Amend to ensure that estimate quoted in Cabinet reports are reasonable and not a quick estimates that may have been obtained when a project was at an early feasibility stage.	A scheme and estimate, <u>produced by a suitably qualified person</u> including project plan, progress targets and associated revenue expenditure should be prepared for each capital project for approval by the Cabinet
8.10 Capital Programme	Proposals for improvements and alterations to buildings must be approved by the appropriate chief officer.	On advice from the CPU	Proposals for improvements and alterations to buildings must be approved by the appropriate chief officer <u>in consultation with the Corporate Property Unit</u>

Financial Regulations & CPR

14.11 Inventories

Existing Version

Chief officers must ensure for every Department or establishment that inventories are maintained. Inventories are a departmental record of furniture and equipment and should record an adequate description and location of all furniture, fittings, equipment, plant and machinery above £50 in value. A standard template is available from the Chief Finance Officer and can be kept in manual or electronic form.

Comments

During training sessions, the £50 de minimis was deemed too low and only more material items should be recorded.

Proposed Version

Chief officers must ensure for every Department or establishment that inventories are maintained. Inventories are a departmental record of furniture and equipment and should record an adequate description and location of all furniture, fittings, equipment, plant and machinery above £250 in value. A standard template is available from the Chief Finance Officer and can be kept in manual or electronic form.

New Regulation - Grants

Consultation has highlighted that it would be beneficial for the general rules around the receipt and payment of grant to be explicit in an individual regulation.

A new FR is proposed covering the receipts and payment of grants. This will be forwarded for comments in due course.

CPR2.3 (d)

... Council's Procurement Strategy (once approved)

The Procurement Strategy has now been approved by Council.

Council's Procurement Strategy as amended from time to time.

CPR6 - Electronic Tendering

The Chief Finance Officer will be responsible for introducing and implementing procedures to allow for electronic tendering.

Amend to cover electronic procurement.

The Chief Finance Officer will be responsible for introducing and implementing procedures to allow for electronic procurement.

CPR 7 Joint Procurement

Any joint procurement arrangements with other local authorities or public bodies including membership of a purchasing consortia shall be approved by Cabinet prior to the commencement of any procurement on behalf of the Council.

Remove Cabinet approval for joint procurement opportunities as it could hinder the work of the Procurement team.

7.1 Any membership of an official purchasing consortium shall be approved by Cabinet prior to the involvement by or on behalf of the Council

7.2 Any joint procurement arrangement (with exception to Framework Agreements see 7.3) with other local

Financial Regulations & CPR

Existing Version

Comments

Proposed Version

authorities or public bodies shall be approved in the following manner prior to the commitment stage:

7.2.1 by the Chief Officer in consultation with the Chief Finance Officer if the Council's estimated contribution is less than £100,000

7.2.2 by the Cabinet Member in whose portfolio the services fall, based on a report from the Chief Officer having consulted with the Chief Finance Officer, if the Council's estimated contribution is over £100,000

7.3 The use of any Framework Agreement resulting from a joint procurement with other local authorities or public bodies shall be approved by the Chief Finance Officer (Strategic Procurement Officer) prior to placing an order under the Agreement.

7.4 The Chief Finance Officer will ensure that the CPRs or equivalent of the lead authority / body will be acceptable to the Council and are to be followed throughout the procurement exercise.

Consideration has been given to this matter and it is proposed that Chief Officer has power to agree to enter into a joint procurement if the Council's contribution will be less than £100k, Member approval is required if over £100k. This will mean that the 'commitment stage' the Chief Officer / Member approves that the Council should enter into this joint venture, that we commit to purchasing the goods services in principle and that the contribution is agreed.

This provision is for CFO to approve the use of an already approved Framework Agreement e.g. GCAT or other OGC agreements.

CPR 9 Exemptions

CPR 9.3

Where the purchase of supplies is proposed, the Responsible Officer shall ensure that, where a Corporate Purchasing Arrangement is in place covering the proposed supplies, the implications of not using the

Remove from 9.3, however, include as part of CPR 15.1 in the following manner.

"Where purchase of supplies is proposed and a Corporate Purchasing Arrangement is in place, the Responsible Officer must ensure that the implications of not using the Corporate Purchasing Arrangement

Financial Regulations & CPR

Existing Version

Comments

Proposed Version

Corporate Purchasing Arrangement have been considered.

have been considered and approved by Chief Finance Officer”

New 9.3

New paragraph is to be inserted to clarify the procedures. I.e. if you are seeking an exemption to the tendering / quotations procedure and it is not covered by the list in 10.2 - then the matter should automatically be referred to Cabinet.

“Exemptions from obtaining quotations or tendering based on any other reason that is not listed in 10.1 can only be obtained from Cabinet in accordance with CPR9.1 and 9.2.”

CPR 10.1

(CPR15-23), the report to Cabinet shall, in addition...

Delete the word “Cabinet” from the second line

(CPR15-23), the report shall, in addition...

CPR 10.1(b)

(b) that time limits required for tendering cannot be met where the delay attributable to the tendering process would create or increase the threat to life or property or would, in the opinion of the relevant Chief Officer, result in or continue an unacceptable level or standard of service (and, in the case of EU contracts, the reasons were unforeseen and unattributable to the Council);

Where an exemption is sought under (b) – amend in the following manner in order to allow for urgent works to be carried out with retrospective approval

“...such exemption must be reported as soon as possible to the relevant persons in accordance with 10.2 (a)(b) or (c)”

CPR10.1 (j)

where tenders have already been obtained in a proper manner by another public authority or group of authorities and are still valid and the Council is entitled to place contracts against those tenders;

This needs to be removed following the amendments made to CPR 7.

Financial Regulations & CPR

	Existing Version	Comments	Proposed Version
CPR 11.2	The Council's Approved Lists shall be compiled and maintained by the relevant Chief Officers and approved by the Chief Executive.	Amend in the following manner so as to allow the Strategic Procurement Manager to have a copy of the Council's Approved Lists:	"...compiled and maintained annually and approved by the Chief Executive. A copy of the list is to be provided to the Chief Finance Officer."
CPR 14.1	Before conducting any procurement exercise the Responsible Officer will estimate and record the expected cost of a proposed contract, including any incidental or ancillary costs, net of VAT.	Following a meeting with the Development Services, the wording in CPR 14.1 needs to be amended to ensure that any construction contract estimates are carried out by a qualified officer. The reason being is that problems arise if the funding approved is less than the cost of works.	For construction contracts, the estimate must be produced by a qualified officer."
CPR 17	<p>17.2 A contractor on the Council's Approved List shall be assigned an Annual Workload Threshold which shall equate to 50% of their most recent reported turnover from their annual accounts. (A Contractor shall provide their annual accounts in accordance with the requirements as detailed in Annex A.)</p> <p>17.3 A contractor may not be invited to tender:</p> <p>(a) where the estimated annual value of a fixed term contract is more than its Annual Workload Threshold;</p> <p>(b) where the estimated value of the contract, plus the value of all contracts placed with that contractor during the same financial year, would cause its Annual Workload Threshold to be exceeded.</p> <p>17.4 The Annual Workload Threshold shall be strictly applied except in</p>	<p>Delete CPR 17.2 to 17.4</p> <p>Insert new provision as CPR 17.2</p>	"The Responsible Officer shall take into account any guidance produced from time to time by the Chief Finance Officer on the implications of over-dependency of contractors on the Council and of the Council on contractors."

Financial Regulations & CPR

Existing Version

Comments

Proposed Version

exceptional circumstances where prior approval has been obtained from the Chief Executive.

CPR 18

In the case of EU contracts for work, a Prior Information Notice (PIN) shall be published in the OJEU (Official Journal of European Communities) as soon as possible after the decision approving the planning of the work.

Amend the CPR to ensure that the Procurement team is notified of all contracts required to be advertised in the OJEU

“In the case of all EU Contracts, the Responsible Officer is required to contact the Chief Finance Officer in the first instance. The Chief Finance Officer shall publish any OJEU notices as he deems necessary, which shall include a Prior Information Notice (PIN), Tender Notices and Contract Award notices.”

CPR 18.2

the Council’s web site

Amend

‘The National Procurement website’

CPR 18.3

The Chief Officer shall decide....

Amend in order to involve the Strategic Procurement Manger in the decision of how to tender for goods services or works.

Chief Officer, having consulted with the Chief Finance Officer, shall decide....

CPR 18.4 (b)

no less than 36 days from the date of publication where a notice was published in respect of the work under CPR 18.1;

Amended to take into account the amendment made in CPR 18.1

“no less than 36 days from the date of publication where a PIN was published in respect of the work under CPR 18.1;

CPR 18.4(c)

..no less than 36 days from the date of publication in any other case.

Need to reduce the days during which tenders are being returned if the contract value is below the EU thresholds i.e. only applicable to contracts with an estimated value of between £50k and £150k for Goods and Services.

..no less than 21 days from the date of publication in any other case.

CPR 18.5

“establish the standing...”

needs to be amended as follows:

“establish the financial and technical standing...”

Financial Regulations & CPR

CPR 18.7

Existing Version

Where only selected contractors may tender, the notice shall invite contractors to express their interest to tender within no less than 37 days of publication or 15 days in case of urgency.

Comments

Need to reduce the days during which tenders are being returned if the contract value is below the EU thresholds i.e. only applicable to contracts with an estimated value of between £50k and £150k for Goods and Services.

Proposed Version

- a) no less than 37 days of publication or 15 days in case of urgency in the case of EU contracts
- b) no less than 14 days in any other case.

CPR 19.1

The criteria for a contractor to be invited to tender is stated within the code of practice outlined in Annex A.

Following receipt of contractors expressions of interest under CPR 18.7, the criteria for a contractor to be invited to tender is stated within the code of practice outlined in Annex A.

CPR 19.2

... reasons why unsuccessful contractors were not invited.

Insert 'to tender' to complete the sentence

... reasons why unsuccessful contractors were not invited to tender

CPR 20.2

Where tenders are invited under CPR 18.7 following the selection of tenderers, contractors shall be given at least 40 days to return tenders unless:
(a) the contract is for works and a PIN was published under CPR 18.1, where only 26 days need to be given;
or
(b) by reasons of urgency the time limit cannot be complied with, when at least 10 days shall be given.

Same comment as 18.4 and 18.7 - timescale too long for contracts which are under EU thresholds.

Where tenders are invited under CPR 18.7 following the selection of tenderers, contractors shall be given, at least 40 days in the case of EU Contracts and no less than 21 days in the case of all other contracts to return tenders unless:
(a) the contract is for works and a PIN was published under CPR 18.1, where only 26 days need to be given;
or
(b) by reasons of urgency the time limit cannot be complied with, when at least 10 days shall be given

Financial Regulations & CPR

CPR 20.5

Existing Version

(e) the evaluation criteria including any weighting as considered appropriate, and in order of importance if applicable;

Comments

Delete

Proposed Version

e) the evaluation criteria

CPR 23.3

(a) the Council's internal financial appraisal of the two lowest tenderers;
(b) an independent financial appraisal supplied from a business information service on external contractors;
(c) any internal references provided by the Council and any current external reference available;

This is included in this table to highlight a weakness in our procedures. No dedicated officer to carry out these duties at the moment.

CPR 25 Contract Award

Based on lowest price

When awarding contracts based on price, contracts will be awarded to the tender which offers the lowest price in the following manner:
(a) by the Chief Officer providing it does not exceed £50,000;
(b) by the Cabinet Member in whose portfolio the services falls in the presence of the County Clerk or an officer designated by him where the contract exceeds £50,000.

Options:-

1) Keep the provision as it is bearing mind the changes that have recently been accepted at CET (only requires a completed HO5:2 and a record of decision.) However, the limits are now increased to £100k

When awarding contracts based on price, contracts will be awarded to the tender which offers the lowest price in the following manner:
(a) by the Chief Officer providing it does not exceed £100,000;
(b) by the Cabinet Member in whose portfolio the services falls in the presence of the County Clerk or an officer designated by him where the contract exceeds £100,000.

25.4 Contract Award

Predetermined Evaluation Award

When awarding contracts based on pre-determined evaluation criteria, as referred to in CPR 20.6, contracts will be awarded to the tender which is the most economically advantageous, in the following manner:
(a) by the Chief Officer if the contract value is less than £10,000;

Delete Internal Audit from all levels as it compromises their position when carrying out a full audit of the contract in due course.

Amend levels of delegation as follows:
Up to £100k – Chief Officer

When awarding contracts based on pre-determined evaluation criteria, as referred to in CPR 20.6, contracts will be awarded to the tender which is the most economically advantageous, in the following manner:

Financial Regulations & CPR

Existing Version

Comments

Proposed Version

(b) by the Cabinet Member in whose portfolio the services falls, based on a report from the Chief Officer having consulted with Internal Audit, if the contract value is between £10,000 and £50,000;
(c) by the Cabinet Member in whose portfolio the services falls based on a report from the Chief Officer having consulted with Internal Audit and the Chief Finance Officer, if the contract value is between £50,000 and £250,000;
(d) following a report made to Cabinet if the contract value is over £250,000.

Over £100k– Cabinet Member – delegated decision
Over £250K - Cabinet

(a) by the Chief Officer having consulted with Chief Finance Officer if the contract value is up to £100,000
(b) by the Cabinet Member in whose portfolio the services falls based on a report from the Chief Officer, if the contract value is £100,000 and over
(d) following a report made to Cabinet if the contract value is over £250,000.

CPR 27.2 and 27.3

The following contracts shall be in writing and executed under seal:
...(e) where the total value of the Contract exceeds £100,000.

27.2 All other contracts over £50,000 shall be in writing and signed by the Chief Executive or the County Clerk on behalf of the Council.

27.3 Every other contract exceeding £10,000 in value shall be in writing and be signed by, or on behalf of, the Chief Officer of the purchasing department in accordance with their delegated powers.

The Local Authorities (Executive Arrangements) (Modification of Enactments and Further Provisions) (Wales) Order 2002 requires a contract of a certain value to be in writing and either be under the Authority's seal and attested by a member of the Authority and an officer or signed by at least two officers regardless of whether the contract is signed by a member.

The following contracts shall be in writing and executed under seal:
...(e) where the total value of the Contract exceeds £250,000.

27.2 All other contracts over £100,000 shall be in writing and signed by at least two authorised officers.

27.3 Every other contract exceeding £10,000 in value shall be in writing and be signed by, or on behalf of, the Chief Officer of the purchasing department.

Financial Regulations & CPR

CPR 28

Existing Version

Every contract shall include:-

Comments

In light of the above comments - this should be amended so that every contract above £100k should be in writing, and to include a discretion for all contracts under £100k.

Proposed Version

Every contract over £100,000 must include and every contract under £100,000 may include:

CPR 30

...Report to the Chief Officer

amend and insert Chief Finance Officer to ensure that a copy is provided to the Strategic Procurement Manger.

..Report to the Chief Officer and Chief Finance Officer.

CPR 31 Contract Variation

31.1.1

(b) add more than 20% to the estimated value of the contract or increase it from below £50,000 to £60,000 or more; or

The contract value will have been fixed by this stage

(b) add more than 20% to the agreed contract sum or increase it from below £50,000 to £60,000 or more; or

unless it has been approved in the following manner:
1. by a Chief Officer if the contract value is between £10,000 and £50,000, providing that the variation costs can be met within the budget;
2. by a Cabinet Member in whose portfolio the services falls based on a report from the Chief Officer in agreement with the Chief Finance Officer if the contract value is between £50,000 and £250,000, providing that the variation costs can be met within the budget;
3. by Cabinet if the contract value is over £250,000.

unless it has been approved in the following manner:
1. by a Chief Officer if the contract value is under £50,000, providing that the variation costs can be met within the budget;
2. by a Cabinet Member in whose portfolio the services falls if the contract value is over £50,000 providing that the variation costs can be met within the budget;

Financial Regulations & CPR

	Existing Version	Comments	Proposed Version
CPR 31.2	No variation which adds to the cost of the contract shall be made until funding has been identified	Issues have been raised in respect of who is allowed to increase the cost of a contract is it Client / Project Sponsor etc.	“No variation which adds to the cost of the contract shall be made until funding has been identified by the relevant Chief Officer.”
CPR 31.4	In such cases, the variation may be approved by the appropriate Chief Officer providing that a report is prepared and submitted to Cabinet as soon as practicable...	Remove the requirement to report it to Cabinet to make it a delegated decision.	“In such cases, the variation may be approved by the appropriate Chief Officer providing that the same is reported to the relevant Cabinet Member as soon as practicable...”
New CPR31.5		Variation decisions under a standard form of agreement usually requires a response within a certain amount of days (usually 5).These decisions are made by the Responsible officer but to be reported to the Chief Officer / Members as soon as possible.	Any variation made under a national standard form of contract under which a delay in agreeing a variation would exceed the variation cost shall be approved by the Responsible Officer and reported as soon as reasonably possible in accordance with CPR 31.1 or 31.3.
CPR35.1	Unless the estimated value of the contract is less than £50,000, the engagement of consultants should be approved by the appropriate Chief Officer in agreement with the appropriate Cabinet Member.	Consider removing the Cabinet Member from the process because this would constitute another delegated decision as it stands. Should this be reported to .. The Chief Executive... Should there be a record of all consultants that we engage? If not, then suggest removing whole clause.	
CPR 37.5by a Cabinet member in whose portfolio the services falls, based on a report from the Chief Officer having consulted with Internal Audit	Remove Internal Audit & Chief Finance Officer – consultation is already being carried out by virtue of a delegated decisions procedure	by a Cabinet member in whose portfolio the services falls, based on a report from the Chief Officer, if the contract rate is over £1,000 per Week.

Financial Regulations & CPR

Existing Version

Comments

Proposed Version

CPR 37.5 ii) c)	<p>and the Chief Finance Officer, if the contract rate is over £1,000 per Week.</p> <p>..having consulted with the Financial Controller, if the contract rate is over £2,000 per week.</p>	<p>The same is applicable for CPR 37.5 (c) and 37.10 (c) and 37.11 (c)</p> <p>Reference should have been to Chief Finance Officer</p>	<p>..having consulted with the Chief Finance Officer, if the contract rate is over £2,000 per week.</p>
CPR 38	<p>Framework Agreements may be used where the Responsible Officer wishes to contract for the supply of goods, services or works without conducting a new procurement exercise for each contract providing that the Framework Agreement was tendered in accordance with these CPRs. Where the Council has entered into a Framework Agreement, a competitive exercise between any of the contractors party to the Agreement must be conducted prior to any goods, services or works being supplied to the Council.</p>	<p>Further clarification has been sought in respect of Framework Agreements and how the other CPRs apply in this instance. Every instruction under the Framework Agreement will be classed as a 'contract' and normal CPRs will apply .i.e.. award of contract.</p>	<p>Framework Agreements are to be tendered following normal procedures with a statement provision informing the contractor that the Council are not obliged to place orders under the Agreement.</p> <p>A Framework Agreement must be awarded in accordance with CPR 25. The award procedure is dependent on the Council's estimated spend under the Framework Agreement.</p> <p>The award of such an Agreement will be made with a proviso that the Responsible Officer (or Chief Officer) may place an order against the Framework Agreement providing that such Order is within an approved budget.</p>
Schedule 1	<p>Official Journal of the European Communities</p>	<p>Introduction of new PIN Thresholds into the document</p>	<p>Prior Information Notices Thresholds Works € 5,000,000 £3,834,411 Supplies and Services €750,000 £485,481</p> <p>Official Journal of the European Union.</p>

Financial Regulations & CPR

Annex A

Existing Version

(b) satisfied the Chief Finance Officer that subject to its Annual Workload Threshold which shall be specified on the list, it is of sound financial and economic standing;
(c) provide a copy of their most recent reported turnover from their annual accounts so that its Annual Workload Threshold can be calculated. The Annual Workload Threshold shall be specified on the list. The Annual Workload Threshold shall not be amended unless the Responsible Officer is provided with an updated copy of the contractor's reported turnover as indicated on their annual Accounts;

Comments

Delete references to Annual Workload thresholds in accordance with CPR 17.

Proposed Version

(b) satisfied the Chief Finance Officer it is of sound financial and economic standing;
(c) provide a copy of their most recent reported turnover from their annual accounts;

New CPRs

In light of recent issues that have come to light, it is proposed to insert the following new CPRs into the document:

Assignment

Assignment of any contract to another contractor can only be done with the prior approval of the relevant Cabinet member. The County Clerk should be consulted at all times.

Termination

1. For any contracts exceeding £50,000 in value, termination shall be approved by a Cabinet member.
2. Contracts of a lesser value may be terminated early by agreement with the Contractor prior to the expiry date or in accordance with the termination provisions set out in the contract.

**Financial Regulations &
CPR**

Existing Version

Comments

Proposed Version

Such termination shall be approved by
Chief Officer and the County Clerk
should be consulted at all times.

REPORT TO CABINET

CABINET MEMBER Councillor E Williams, Lead Member for Environment

DATE 14 September 2004

SUBJECT Approval of SPG Parking Requirements in New Developments

1. DECISION SOUGHT

To recommend for adoption by the Council the attached Supplementary Planning Guidance Note (SPG) No. 21; Parking Requirements for New Developments, as a material consideration for use in both development plan policies and determining development control applications. A copy of the SPG is contained in Appendix A.

2. REASON FOR SEEKING DECISION

The Denbighshire Unitary Development Plan (UDP) is adopted and existing SPGs will be updated where necessary. The revised SPG on Parking Requirements for New Developments will supplement the policies of the UDP and provide further advice and guidance to Members, Officers and Developers in the submission and assessment of development proposals.

The Council's current Parking Standards were adopted in 1998 and are no longer in accordance with current Government Guidance. The standards have been revised in accordance with national planning guidance from the Welsh Assembly Government which states that parking standards should now be *maximum*, rather than minimum standards.

The differences from the current standards are minor and can be varied to allow for local circumstances as set out in the document. This would apply particularly in areas like West Rhyl and Town Centres which are fully developed and there are difficulties of providing on site parking, but scope to provide this off site.

3. POWER TO MAKE THE DECISION

Town and Country Planning Act 1990 as amended – and associated Regulations.

4. COST IMPLICATIONS

None

5. FINANCIAL CONTROLLER STATEMENT

There are no obvious, significant financial implications for the Council resulting from this report.

6. CONSULTATION CARRIED OUT

It is a requirement of National Planning Guidance, Planning Policy Wales (2002) that the preparation of parking standards is done in collaboration with other interested organisations, existing transport consortia and neighbouring Local Authorities when being adopted as Supplementary Planning Guidance.

Wide ranging Internal consultation has taken place as follows;

Corporate Director Environment – no comment

Head of Planning & Public Protection – no comment

Development Control Manager, Planning & Public Protection – no comment

Transportation and Infrastructure – A small number of comments have been made including excluding garages from provision and including information on driveways. This has been incorporated in the final document.

The decision was taken in March 2004 by Mike German, the then Lead Member for Sustainable Development and the Environment in accordance with the delegation list (a) to approve the issue for public consultation of supplementary planning guidance in the context of the Unitary Development Plan.

External Consultation has taken place with neighbouring Local Planning Authorities. Public consultation has taken place with;

Elected Members

Town and Community Councils

Local and Town Centre Business Groups
Community Groups
Housebuilders and Agents
Welsh Development Agency

The representations received are set out in Appendix B. The table also contains the suggested response to each representation along with any amendments made.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

There are no significant implications for other policy areas.

8. RECOMMENDATION

That the attached SPG as amended be recommended by Cabinet for adoption by the Council, for use as a material consideration in both development plan policies and determining development control applications.

**Denbighshire County Council
Planning & Public Protection Services**

**Supplementary Planning Guidance 21 (SPG21)
PARKING REQUIREMENTS IN NEW DEVELOPMENTS**

PARKING STANDARDS

1 INTRODUCTION

- 1.1 This note is one of a series of Supplementary Planning Guidance Notes (SPGs) amplifying the development plan policies in a clear and concise format with the aim of improving the design and quality of new development. The notes are intended to offer broad guidance which will assist members of the public and officers in discussions prior to the submission of planning applications and assist officers and members in determining planning applications.

2 STATUS AND STAGES IN PREPARATION

- 2.1 The Council's SPG Notes are not part of the adopted plan. However, they have been the subject of both a formal Council resolution and public consultation. The Welsh Assembly Government (The Assembly), has confirmed that following public consultation and subsequent Local Planning Authority (LPAs) approval, SPG can be treated as a material planning consideration when LPAs, Planning Inspectors and the Assembly determine planning applications and appeals. This note was approved by Full Council on xxxxxxxxxxxx for use in development control. A statement of the consultation undertaken, the representations received and the Council's response to these representations is available on request.
- 2.2 These notes have been prepared in accordance with guidance contained in Planning Guidance (Wales) Planning Policy; Unitary Development Plans (Wales); Technical Advice Notes.

3 BACKGROUND

- 3.1 The availability of car parking is a key element in managing car use and a major influence on the choice of means of transport. Car

parking can also take up large amounts of space in developments thereby reducing densities. Poor design and layout of car parking can make it more difficult to provide effective walking, cycling and public transport links.

3.2 The parking standards are based on the following contexts;

- recognition that the availability of parking influences choice of means of transport;
- the need to reduce reliance on the motor car and promote other means of travel;
- making the best use of the existing transport network and of resources for transport; and
- the need to promote regeneration and investment in Denbighshire.

3.3 Where major developments are proposed (a large industrial unit, office complex or housing scheme for example) car parking standards should be reduced and the development incorporate measures to further reduce reliance upon travel by car. Such measures should be detailed within a Travel Plan, produced by the applicant. Travel Plans propose measures that promote environmentally friendly forms of travel in preference to the car. To encourage cycling, measures could include financial incentives for cyclists and the provision of facilities such as showering and changing areas.

4 POLICY

4.1 The standards have been updated to reflect government and Council policy on transportation and land use planning. National and local planning policy is contained in Planning Policy Wales 2002, Technical Advice Note (Wales) 18, July 1998, Consultation Draft Technical Advice Note (Wales) – Transport (March 2001) and

the Denbighshire Unitary Development Plan (UDP), adopted July 2002.

- 4.2 The Denbighshire UDP states *“In the case of new development maximum parking standards will be applied as well as alternatives such as car sharing, public and private bus services, walking and cycling”*. This SPG supplements the requirements of Policy TRA9, ‘Parking & Service provision’ contained in the UDP.
- 4.3 Current government strategy aims to ensure that there is a reduction in the need to travel by car and to support sustainable travel options in rural areas. Guidance acknowledges that the characteristics of rural areas restrict travel options but also limits access for those without a car. Although the fundamental concept is to reduce car travel by the reduced availability of parking spaces, it is acknowledged that in rural Denbighshire the private car will remain the dominant form of transport.

5 COUNTY STANDARD

- 5.1 The Standards shown below are based on the Use Classes Order 1987 (as amended). They indicate the maximum level of parking standards that may be required, parking standards may be applied up to this level. They apply throughout the County Council with the following exceptions:
1. Where the implementation of these standards would cause road safety or congestion problems additional provision will be required.
 2. There may be occasions when a particular development does not justify the levels of parking indicated above. The authority may give consideration to a variation in standards relating to

the nature of the development, a lower level of car ownership in urban areas and those well serviced by public transport. In these circumstances, a fully reasoned assessment of the parking provision proposed (covering areas such as existing public transport or parking provision) will be the subject of negotiation with the Local Planning Authority.

3. Variations may be allowed in the light of local circumstances. Local circumstances include: the availability and existing capacity of nearby parking and of public transport. All planning applications will be treated on their own merits according to the size, nature, location, density, employment and traffic generation characteristics of the proposed development. Planning policies which seek to maintain the town centre and other areas designated as the main centres for development activity in the County are also relevant considerations.
4. Within the town centre shopping area, as defined in the Development Plan, operational parking, that is for servicing only, is all that is required. Commuted payments will be required in lieu of parking provision. The preparation of Travel Plans containing a package of measures to reduce reliance on the car and promote walking, cycling and public transport use instead will be encouraged.
5. For uses not mentioned in the tables below the considerations set out in point 2. above will be used to establish maximum parking requirements in the light of the land use in question and its potential to generate traffic.

6. Innovative car free housing schemes will be considered on their merits.

5.2 MAXIMUM Parking Standards for New Developments

Land Use Type	Standard
A1 Shops	
Food Retail	1 car space per 14m ² gross floor space
Small Shops	1 car space per 15m ² gross floor space
Non Food Retail	1 car space per 20m ² gross floor space
A2 Financial & Professional Services	
Financial & Professional Services	1 car space per 6m ² gross floor space
A3 Food & Drink	
Food & Drink (e.g. public house, restaurant, fast food)	1 car space per 4m ² net public floor space

B1 Business	
Business	1 car space per 30m ² gross floor space
B2 General Industry	
General Industry	1 car space per 50m ² gross floor space
B8 Storage	
Storage & Distribution	1 car space per 100m ² gross floor space

C1 Hotels	
Hotels	1 car space per bed (for function suites see A3 uses)
C2 Residential Institutions	

Residential Institutions	1 car space per 3 bed spaces
C3 Dwellings (N.B. standards exclude garages)	
1 Bedroom	1.5 car spaces per unit
2 Bedroom	2 car spaces per unit
3 & 4 Bedroom	3 car spaces per unit
5 Bedroom	4 car spaces per unit
Sheltered Housing	
Sheltered Housing	1 car space per 4 units & 1 space per resident staff & ambulance access

D1 Non Residential Institutions	
Medical / Health Services	2 car spaces per consulting room
Education / Primary & Secondary Schools	1 car space per classroom
Sixth Form & Further Education Colleges	1 car space per 35m ² gross floor space
Art Galleries, Museums and Libraries	1 car space per 30m ² gross floor space
D2 Assembly and Leisure	
(e.g. cinema, sports centre)	1 car space per 4 seats for auditoria or 1 car space per 15m ² gross floor space for a dance hall or sports centre

5.2 It should be noted that the car parking standards are **maximum** standards for each land use category. Where the maximum is not provided the developer will be required to show the scale of the journeys to the site and, if these journeys exceed proposed parking provision, how the resulting shortfall will be catered for. Possible

solutions include a Travel Plan and/or the provision of a commuted sum for Council provided services such as a contribution towards improvements for public car parks (e.g. improved lighting or security), construction of additional car parks or a park and ride service. The commuted sum will be calculated from the cost of land and car park construction.

6 CYCLE PARKING STANDARDS

6.1 New developments must make provision for the safe parking of cycles. A series of **minimum** standards have been adopted for different types of development. These are shown below.

Minimum Cycle Parking Standards

(Typical Dimensions of Bicycle 1.8m (L) x 0.6m (W))

Types of Use	Number of Spaces Required
Shops	
Small convenience shops	1 per 100m ² gfa (or part thereof)
Food supermarkets	1 per 150m ² gfa (or part thereof)
Non-food retail	1 per 200m ² gfa (or part thereof)
Banks, building societies, betting shops and other offices found within shopping areas	1 per 60m ² gfa (or part thereof)
Food and drink outlets	1 per 60m ² gfa (or part thereof)
Industrial Uses	
Administrative offices, research and development uses	1 per 350m ² gfa (or part thereof)
General industrial uses	1 per 500m ² gfa (or part thereof)
Storage and distribution uses	1 per 1000m ² gfa (or part thereof)
Residential Uses	
Hotels and guest houses	1 per 10 guest beds

Residential care homes, nursing homes and hospitals	1 per 10 employees
Residential schools, residential colleges and residential training centres	1 per 10 staff & 1 per 5 students
Dwellings	No prescribed standard. However, secure and convenient communal cycle parking areas may be required in appropriate circumstances (e.g. higher density developments with limited, or no car parking.)
Community Uses	
Primary and secondary schools	4 per classroom
Sixth form and FE Colleges	1 per 35m ² gfa
Medical and health centres	2 per consulting room
Leisure Uses	
Art galleries, museums and libraries	1 per 150m ² gfa
Cinemas, leisure centres, bingo halls, concert halls	1 per 75m ² gfa

N.B. gfa = gross floor area

A minimum of 1 space should be provided in all classes

7 MOTOR CYCLE PARKING

7.1 Motor cycle parking standards are in **addition** to those for pedal cycles and should be provided at sites requiring 25 or more car parking spaces at the rate of 1 space per 25 car parking spaces.

8 GENERAL CONSIDERATIONS

8.1 The size and layout of parking spaces are shown in Appendix 1. It should be noted that the parking standards provided above exclude parking provision from garages. Further information relating to garages and driveways in residential areas can be found in Denbighshire County Council's Design Guide for Residential and Industrial Developments.

8.2 The design of cycle parking facilities. Sheffield stands (n-shaped steel bars set into the ground) are best suited for short stay parking. These should be:

- 750 mm high, 700 mm long and set at least 250 mm into the ground;
- spaced a minimum of 800 mm apart;
- polyester powder coated, coloured to match existing street furniture or buildings, (or else painted in black); and
- be protected from the elements by a wall, shelter or canopy.

Hitching rings or hoops affixed to walls and buildings, can also be used where space is limited and where Sheffield stands cannot be accommodated. These should be positioned at 1.8m intervals and 750 mm above ground level.

8.3 All cycle parking areas should be located:

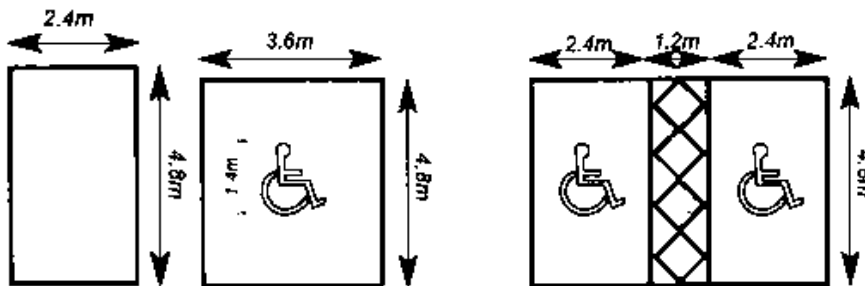
- in a convenient and prominent position, usually adjacent to the entrance to the building or use which they serve and be lit or positioned close to sources of light;
- so that they can be monitored by closed circuit television or be visible to on-site security staff and be sited; and

- away from trees, to minimise damage to root structures and to prevent damage to bicycles from sap and bird droppings.
- 8.4 Small clusters of cycle parking facilities are preferable to large, central parking compounds. All stands should be located so as not to obstruct or endanger pedestrians, particularly blind or partially sighted pedestrians and wheelchair users. Bollards painted with contrasting stripes may be required to give additional protection in this respect. Cycle parking areas may also need to be surrounded by tactile markings.
- 8.5 Cycle parking facilities should not damage the area's townscape or landscape. In Conservation Areas and close to Listed Buildings, special attention should be paid to the siting, design and materials used for the parking facility. Measures which detract from the character or setting of a Listed Building or which damage the character of Conservation Areas will be resisted.
- 8.6 The calculation of parking provision for **mixed use developments** will vary with the type of uses proposed. In cases where the mixed uses generally operate concurrently, levels applicable to all uses will be aggregated. Where the mixed uses generate demands at different times of the day the provision of space will be based on the development type that is the dominant use of that specific site.
- 8.7 In order to meet the needs of **disabled** people, others with mobility difficulties and those with young children, 10% of all car spaces shall be provided to 'mobility standard' (minimum width 3.6 metres). No less than 60% of these spaces shall be signed as being for the exclusive use of disabled persons. Where less than 10 spaces are to be provided, at least one of the spaces shall be to

'mobility standard'. Where less than 20 spaces are to be provided 2 spaces are to be to mobility standard and less than 60, 3 spaces. Please also refer to Supplementary Planning Guidance No. 8, Access for all.

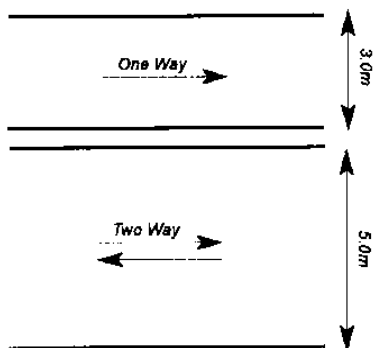
- 8.8 The distribution of disabled spaces should be made with regard to the convenience of the user and the location of individual facilities on site.

Minimum size of parking spaces



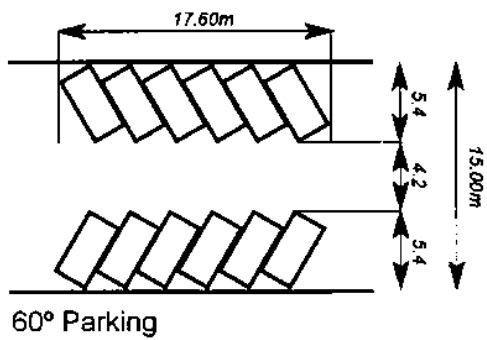
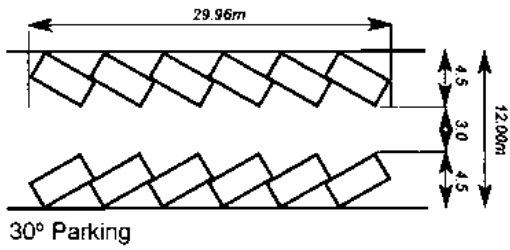
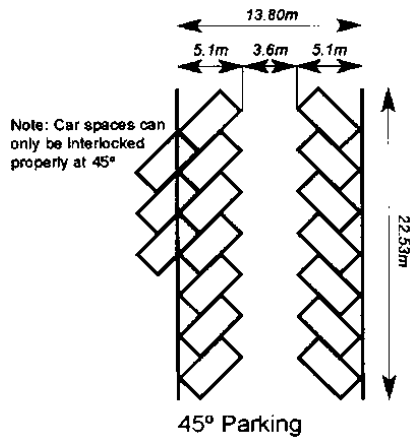
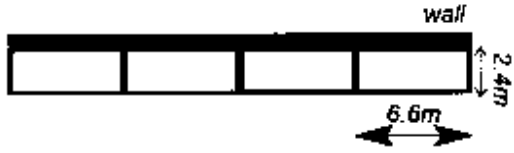
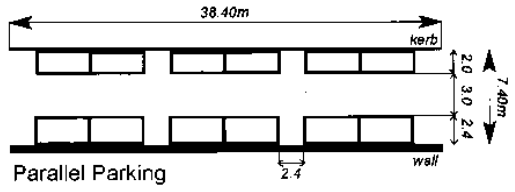
Minimum size Minimum sizes for use by wheelchair bound person

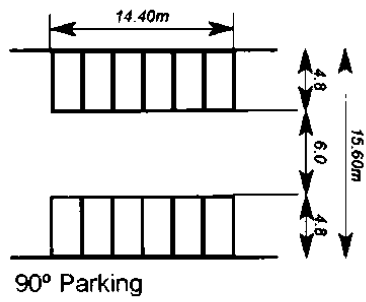
Circulation Aisle Width



Layout of Parking Space.

Alternative ways of arranging 12 spaces. Individual spaces are 4.9m x 2.4m. angled parking system must be on a one-way circulation system with adequate turning space.





N.B. The above dimensions are adequate for car parks. Hardstandings for residential use should be 6m x 3.2m to allow for pedestrians to pass. Double width driveways should be 6m x 5.2m

APPENDIX B

SPG No. and Title	Representor	Representation	Response and Recommendation
No. 21 Parking Requirements in New Developments	Design Commission for Wales – planning and transport specialists	The philosophy behind, and set out in, the draft SPG is good and reflects current trends and national policies	Noted.
		In places, encouragement to reduce car-parking and provide alternative measures seems could be strengthened. Para 3.3 could perhaps be ‘... parking standards should if possible be reduced and the development incorporate measures...’	Agree. Replace with ‘car parking standards should be reduced and the development incorporate measures...’
		Para 5.2 implies that maximum standards will be provided unless other measures can be demonstrated (and that this will be the norm), rather than not positively encouraging other measures as a matter of course.	Balance needs to be struck between restricting no. of parking spaces to encourage non car use and making adequate provision for highway safety.
		Matters of detail, ‘Green Transport Plans’ are now known and referred to as ‘travel plans’.	Agree. Replace ‘Green Transport Plans’ with ‘Travel Plans’
		In appendix 1 widths of circulation	Disagree. The dimensions are adequate

		aisles are only acceptable for links between parking areas. They are too narrow for situations where parking bays take access directly from the aisles.	for car parks. However, note added to differentiate hardstandings for residential use.
	AONB & Countryside Officer – Howard Sutcliffe	No comments	Noted.
	Cymdeithas Tai Clwyd	Comments refer to residential development requirements only.	
		I am pleased to see that the figures included as requirements are maximum figures and yet I am concerned that the maximum is substantially higher than the previous minimum. Concern that if the council insist on the maximum parking spaces then this could impede development.	Para 5.1 point 2 covers this. Particular developments may not justify this parking requirement.
	Anwyl Construction Co. Ltd.	We would appreciate receiving your comments with regard to parking standards for flats / apartments.	Noted. Included under residential, C3 Dwellings, depending on no. of bedrooms.
		Unclear whether developers will be required to provided the maximum standards or up to the maximum.	Agree. Para 5.1 amended to clarify meaning.

	Denbighshire County Council Assistant Chief Executive – Steve Hatton	On the cycling standards supermarkets and non food retail have a higher threshold for provision than small convenience shops and banks and building societies. I would have thought that as the number of visitors is very high then the threshold should be lower.	Para 5.1 point 3 covers this which allows for variation in light of local circumstances.
		If we want to encourage cycling should the places where most people go provide more cycle racks than where there is a lower visitation? Or as the supermarkets are so big that the number is adequate?	Para 5.1 point 3 covers this – see above
		2 cycle spaces per consulting room seems low – as exercise is linked to health then it is symbolically important that provision is higher rather than lower.	Para 5.1 point 3 covers this – see above
	Conwy & Denbighshire NHS Trust	We note that hospitals are not a specific land use category in the draft standards	Would be considered under D1, Non Residential Institutions; Medical / Health Services.
		We would urge the county council to recognise that the hospital is a unique facility within the county and as such its parking and indeed wider	Para 5.1 point 3 covers this – see above

		transport and access requirements should be examined on a joint and ongoing basis by officers of the trust and the county council	
		We would urge that the county council recognises the need for hospitals to be provided with additional allowances for short stay parking close to entrances and parking provision for ambulance cars and volunteer car scheme drivers	Para 5.1 point 3 covers this – see above
		We would ask that provision for hospital staff resident on the site is considered as separate from and in addition to any wider provision	Parking for hospital staff resident on site would be covered under class C2 Residential Institutions. Again para 5.1 allows for variation in light on local circumstances.
		We suggest that additional allowances be made for parking provision that reflect the handover period between shift changes for nurses and certain other staff	Para 5.1 point 3 covers this - see above
		We note and welcome the recognition in the draft document that Denbighshire is a rural county and that the private car will remain the predominant form of transport	Noted.
		We are concerned that the	Disagree.

		application of the 10% cycle space provision ratio is inappropriate for the hospital	
		We note that the standard for motor cycle parking space provision at 4% of the car space total and broadly endorse this ratio as appropriate	Noted.
		We urge that the requirement for disabled persons spaces (and otherwise impaired drivers) at 10% of provision, is regarded as a minimum in the case of health care facilities, not a maximum or fixed ratio	Agree. Para 5.1 point 3 covers this – see above.
		We would urge that the guidance requires the distribution of disabled spaces to be made with regard to the convenience of the users and the location of individual facilities on the site	Agree. Amendment made.
		The application of the standards as a <u>maximum</u> allowance would invariably lead to serious difficulties for the Trust. We are already experiencing parking problems on many of our rural or semi rural locations.	Para 5.1 point 3 covers this.

	House Builders Federation	The SPG should refer to policy TRA9 as this forms the basis for the SPG.	Agree. Amended para 4.2 to include reference to TRA9.
		Support for para 4.3 which acknowledges that in rural Denbighshire the private car will remain the dominant form of transport.	Noted.
		Para 5.1 point 2 More information should be provided on what a ' <i>fully reasoned assessment to justify the parking provision proposed</i> ' might entail.	Agree. Para 5.1 point 2 expanded to provide examples of areas to be covered.
		Supports point 3 under para 5.1 which states that ' <i>all planning applications will be treated on their own merits according to the size, nature, location, density, employment and traffic generation characteristics of the proposed development</i> '.	Noted.
		Supports point 6 in para 5.1 which refers to uses which may not be contained in the standards.	Noted.
		Maximum parking standards for dwellings these appear relatively high... developers will be required to	Para 5.1 point 3 covers this.

		<p>carry out additional research work to provide less than the maximum. I would suggest that these maximum figures are crucial to the authority in their aims to manage car use and increase development densities. The HBF suggest that the council should either consider slightly lower maximum figures or be prepared to adopt a more flexible approach where developments seek to reduce car parking spaces.</p>	
		<p>An alternative approach would be to retain the minimum standards and use these to trigger the requirement for a fully reasoned assessment and a commuted sum where necessary. This would enable an element of flexibility without the need to penalise developers for attempting to provide lower standards, which were previously considered acceptable. This approach encourages higher parking standards than previously required.</p>	<p>The SPG has been prepared in line with national guidance which states that minimum standards are no longer appropriate. Standards should now be maximum standards. However, Para 5.1 point 3 allows for variation in light of local circumstances.</p>
		<p>HBF supports cycle parking standards for dwellings</p>	<p>Noted.</p>

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E W WILLIAMS
LEAD MEMBER ENVIRONMENT

DATE: 14 SEPTEMBER 2004

SUBJECT: COLLABORATIVE PROCUREMENT –
VEHICLES AND VEHICLE RELATED
COMMODITIES

1 DECISION SOUGHT

1.1 To authorise the Fleet Manager to enter into collaborative procurement arrangements, along, with other North Wales Authorities (Wrexham County Borough Council, Flintshire County Council, Conwy County Borough Council, Wirral Borough Council, North Wales Fire Service) and the All Wales Public Sector Fleet Procurement Project, for vehicles and vehicle related commodities. This process constitutes a joint procurement arrangement as referred to in Section 7.1 of the Financial Regulations (CPRs).

2 REASON FOR SEEKING DECISION

2.1 Prior to the break-up of the North Wales and Wirral Purchasing consortium all vehicle purchasing for the Authority was carried out in accordance with Standing Orders/OJEC via the consortium .

2.2 Upon the demise of the consortium Denbighshire inherited 2 'live' contracts. The first, Tender 565, is for cars, vans and chassis/cabs, and the second is for Tyres and Tyre Services.

2.3 To date, Tender 565 has enabled the Authority to continue to purchase vehicles, but no contract is now in existence for bodywork, vehicle spares and consumables, lubricants etc. The Corporate Procurement Unit's consultant identified the need for a formal procurement arrangement to cover these areas.

3 POWER TO MAKE THE DECISION

3.1 S111 of the Local Government Act 1972; Contract Procedure Rules 7.1

4 COST IMPLICATIONS

- 4.1 Apart from the possible economies of scale which collaborative procurement contracts may bring, there is also a potential saving in officer time/process, advertising etc.
- 4.2 It is difficult to estimate currently the areas where collaboration will prove to be cost effective, however, within the Better Value Wales Fleet Procurement Project currently being undertaken, it is envisaged that a 3% across the board saving may be achieved.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 Collaboration with other Councils and bodies on future procurement of goods and services will form a major element of improving the cost effectiveness of the Council's service.

6 CONSULTATION CARRIED OUT

- 6.1. Corporate Procurement Group.
- 6.2. Procurement Partners (FCC etc)
- 6.3. All Wales Public Sector Fleet Procurement Project.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1. Collaborative procurement arrangements are likely to provide the most economically advantageous way of obtaining these products on behalf of all DCC fleet users.

8 RECOMMENDATION

- 8.1 To authorise the Fleet Manager to enter into negotiations with other North Wales Authorities (Wrexham County Borough Council, Flintshire County Council, Conwy County Borough Council, Wirral Borough Council, North Wales Fire Service) and the All Wales Public Sector Fleet Procurement Project, with a view to enabling joint procurement arrangements in respect of vehicles, bodywork, vehicle spares and consumables, fuels and lubricants and other related commodities.

**CABINET, ASSET MANAGEMENT COMMITTEE AND DELEGATED DECISION
FORWARD WORK PROGRAMME**

AGENDA ITEM NO: 9

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
September 2004	<p>Monthly Budget Monitoring report - Revenue and Capital - C</p> <p>Budget 2005/6 update</p> <p>Corporate Quarterly Performance Report - C</p> <p>BV Debt Recovery - C</p> <p>Integrate HR / Payroll System - C</p> <p>Financial Regulations - C</p>	<p>Draft Annual Monitoring Report for the Unitary Development Plan - C or D</p> <p>Grant Support for Dial a Ride Service 2004-2005 - D</p> <p>Specialist Carriageway Surface Treatment - C - 28 Sept</p> <p>New Vehicle Maintenance Depot - Procurement Process - C - 14 Sept</p> <p>International Relations Strategy - C</p> <p>Public Open Space – Guidelines on Commuted Sum - D</p> <p>Registration of Motor Salvage Operators [to adopt the Act] - 28 09 04</p>		<p>Ruthin Craft Centre Development Stage A + C</p> <p>Libraries 3 Year Capital Plan - D</p> <p>Production Account Risk Fund Pavilion Theatre, Rhyl - C</p> <p>Ysgol Plas Brondyffryn - C - 28.09.2004</p> <p>Royal International Pavilion Phase I - A</p> <p>Scala Development Study - A</p>	<p>Agreement between DCC and Denbighshire LHB Residential / Nursing Care SLA - D</p> <p>Supporting People Programme: Approval of Single Tender Action Under Contract Standing Orders - D</p> <p>Housing Stock Transfer Formal Offer Document - C 28 09 04</p> <p>Housing Stock Transfer Options for the DSO - C 28 09 04</p> <p>Sure Start Audit Report - C 28 09 04</p> <p>Local Housing Strategy - 28 09 04</p>

KEY: C ~ CABINET
A ~ ASSET MANAGEMENT COMMITTEE
D ~ DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
		Environmental Health Fees - D School Transport Extension to Existing Contract - D Submission of a tender to deliver "Business Eye" from 1/4/05-31/3/08 - D			
October 2004	Monthly Budget Monitoring report - Revenue and Capital - C Progress Against ACiW - C Progress Report Against Service Review Timetable - C	DCC Waste Management Strategy - C - Presentation Charging Regime for DCC Public Conveniences - C		FOI & Electronic Management System - C Managing School Places Progress Report - C School and College Transport - C Corwen Pavilion - A Rhyl Museum Feasibility Study - A Youth Service Quality Statement - C School Organisation Plan D	Draft HSCWB Strategy - C Integrated Mental Health Service - C Supporting People Operational Plan 2005/2006 Commissioning Strategy for Older People - C Foster Care Following Inspection - C Children and Young Persons Plans - C Care.comm - C

KEY: C ~ CABINET

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D ~ DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
November 2004	<p>Monthly Budget Monitoring report - Revenue and Capital - C</p> <p>Budget 2005/6 update</p> <p>Corporate Quarterly Performance Report - C</p>			<p>NW Response to Liverpool City of Culture 2008 - D</p> <p>Youth Services Best Value Options Appraisal - C</p> <p>Production Account Risk Fund - Pavilion Theatre, Rhyl - C</p> <p>Denbigh Museum Designation Feasibility - A</p> <p>Lifelong Learning and Culture & Leisure Charges - D</p>	<p>Health Social Care and Well Being Strategy 2005-2008 - C</p> <p>Children and Young Persons Plans - C</p> <p>Review of the Homelessness Service - C</p> <p>Housing Register / Allocations - C</p> <p>Housing Advice Services - C</p> <p>Fees and Charges - D</p>
December 2004	<p>Monthly Budget Monitoring report - Revenue and Capital - C</p> <p>Budget 2005/6 update</p>			<p>Youth Services Best Value - Process and Scope - C</p> <p>Ruthin Craft Centre Development Stage - A & C</p> <p>Archives Policy Documents - D</p> <p>Local Biodiversity Action Plan HAPS + SAPS - D</p>	<p>Joint Review Action Plan Exceptions Report - C</p> <p>Housing Register / Allocations - C</p> <p>Housing Advice Services - C</p>

KEY: C ~ CABINET

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D ~ DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
January 2005	<p>Monthly Budget Monitoring report - Revenue and Capital - C</p> <p>Budget 2005/6 update</p> <p>Progress Against ACiW - C</p> <p>Progress Report Against Service Review Timetable - C</p>			<p>Youth Services Best Value Final Report - C</p> <p>Rhyl Open Space Audit Plan - A</p> <p>Heather & Hillforts Development - D</p> <p>Prestatyn Hillside Local Nature Reserve Designation - D</p>	<p>Housing Stock Transfer - Outcome of Tenants' Vote - C</p> <p>Affordable Housing C</p>
February 200	<p>Monthly Budget Monitoring report - Revenue and Capital - C</p> <p>Final budget 2005/6 proposals</p> <p>Corporate Quarterly Performance Report - C</p>			<p>Royal International Pavilion Phase I - A</p> <p>Youth Services Best Value Final Report - C</p>	
March 2005	<p>Monthly Budget Monitoring report - Revenue and Capital - C</p>	<p>Deposit LD Plan - Approval of Chapters - C</p>		<p>Urdd Eisteddfod Staging / Proposals / Programme - C</p> <p>Denbigh Museum Designation Feasibility - A</p> <p>Scala Development Study - Progress Report - A</p>	

KEY: C ~ CABINET

A ~ ASSET MANAGEMENT COMMITTEE

D ~ DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
April 2005	Monthly Budget Monitoring report - Revenue and Capital - C Progress Against ACiW - C Progress Report Against Service Review Timetable - C				
May 2005	Monthly Budget Monitoring report - Revenue and Capital - C Corporate Quarterly Performance Report - C				
June 2005	Monthly Budget Monitoring report - Revenue and Capital - C				
July 2005	Monthly Budget Monitoring report - Revenue and Capital - C				
August 2005	Monthly Budget Monitoring report - Revenue and Capital - C				
September 2005	Monthly Budget Monitoring report - Revenue and Capital - C				

KEY: C ~ CABINET

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D ~ DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
October 2005	Monthly Budget Monitoring report - Revenue and Capital - C				
November 2005	Monthly Budget Monitoring report - Revenue and Capital - C	Approve Deposit LD Plan For Public Consultation - C			

KEY: C ~ CABINET
A ~ ASSET MANAGEMENT COMMITTEE
D ~ DELEGATED DECISION