

CABINET

Minutes of the Cabinet meeting held in Parish Church Hall, High Street, Prestatyn on Tuesday 21 June 2005 at 11.00 a.m.

PRESENT

Councillors S A Davies, Lead Member for Business & Communications; P A Dobb, Lead Member for Health & Wellbeing; E C Edwards, Lead Member for Communities; R W Hughes, Leader and Lead Member for Regeneration; M A German, Lead Member for Children and Young People; P J Marfleet, Lead Member for Finance and Personnel; D Owens, Lead Member for Lifelong Learning; S Roberts, Lead Member for Promoting Denbighshire; J Thompson Hill, Lead Member for Property and Asset Management and E W Williams, Lead Member for Environment.

Observers: Councillors R E Barton and S Frobisher.

ALSO PRESENT

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

APOLOGIES

None.

ANNOUNCEMENT

Councillor R W Hughes, on behalf of Members, welcomed Huw W Griffiths, Corporate Director: Lifelong Learning to Denbighshire and his first Cabinet meeting.

1 URGENT MATTERS

There were no Urgent Matters.

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 24 May 2005 were submitted.

RESOLVED that the Minutes of the Cabinet meeting held on 26 April 2005 be approved as a correct record and signed by the Leader.

3 MANAGING SCHOOL PLACES: MEMBER STATEMENT

Councillor D Owens stated: "Cabinet Members will be aware that in the light of the wide ranging concerns associated with the Managing School Places Review, the consultation proposed in the report to Cabinet on 22 February 2005 was withdrawn.

Since then, Members and officers of the Council have been actively working on how better to understand the issues involved and seek the views of a wide range of local stakeholders and other interested parties. The Leader and I have undertaken a series of meetings with schools, the wider community and held a series of seminars to discuss the issues with other Members of the Council.

Feedback from these activities has convinced a working group, established to review the initial proposals, that a fresh approach is required to examine in more detail the whole agenda for Modernising Education in Denbighshire. The approach will recognise the need to move on from the original Review and be based on a holistic approach which sees schools in the context of their local communities and appreciates the need fully to consult with local stakeholders at all stages of the process. In addition, the new approach will position the future of our education provision within the context of changes to the local, regional and national strategic picture.

Full details of the new approach, together with details of how we intend to consult on all the issues and the timescale for action, will be presented to Cabinet in July. I believe that we have learnt a great deal from the process of the last few months and I would wish to advise you that the report on the Managing School Places Review has now been formally withdrawn."

Councillors P J Marfleet and S A Davies gave their support to the statement and it was suggested that the local development plan should be involved as part of future deliberations on modernising education in the County.

Councillor E W Williams whilst supporting the report, asked that all Members be involved in the preparation of the future report. Modernising education in Denbighshire would be an ongoing process. Councillor D Owens said the next report would deal with the first consultation process and all Councillors would have an opportunity to input.

RESOLVED that Cabinet note the statement.

4 COMMUNITY ENGAGEMENT AND THE FUTURE OF AREA PARTNERSHIPS

Councillor E C Edwards presented the report seeking Cabinet approval for the recommendations noted in this report relating to the future community engagement in Denbighshire. He said that affordable homes, the local development plan and the spatial plan would all play an important part in future discussions.

Councillor S A Davies said he supported the report and was particularly pleased to see that consultation with Town and Community Councils was included.

Councillor E C Edwards, in response to a query from Councillor E W Williams, said it was important for business people to be involved as included in paragraph 8.5 of the Recommendations to the report. The Deputy Chief Executive / Corporate Director: Resources agreed and said it was opportune to make Members aware of this opportunity to develop businesses in the County. Councillor Williams suggested both the Finance and Economic Development departments should be included in such a development to attract inward investment into the Authority.

Councillor P J Marfleet expressed his support but queried whether it was in the Authority's best interests to support four separate Area Partnership Steering Groups as this duplicated effort and work overlapped. Councillor Edwards explained that Steering Groups would be used in a different way and it was a way of involving communities. Councillor E W Williams said collaborative working was essential and Area Partnerships was a form of consultation. Community Councils needed more support.

Councillor J Thompson Hill supported the report, particularly the involvement of Town and Community Councils and it was important for the Authority to focus its attention on these issues. He said interim arrangements had to be in place until the future of the Area Partnerships was decided.

Councillor E C Edwards said the Southern Area Partnership had achieved a good turnout at its recent meeting and both the Spatial and Local Development Plans had been discussed. It was important to consult also with the public.

Councillor R W Hughes said it was important to engage with the community, through Area Partnerships at this time. It could be opportune to join the Area Partnership with the Visioning when consultations commence in the Autumn.

RESOLVED that Cabinet agree:

- [a] *Area Elected Member groups to continue*
- [b] *Town and Community Councils to be consulted about future community engagement via a workshop session in July 2005*
- [c] *consult with Community Strategy partners and Area Partnership Steering Groups on the future role of Area Partnership Steering Groups*
- [ch] *continue to support the Area Partnership Steering Groups until the findings from the Community Strategy Evaluation referred to above are available*
- [d] *to evaluate the opportunity provided by the Local Authority Business Growth Incentive Scheme (LABGI) to appoint development staff to increase the Business Rates base by attracting inward investment into each area of the Authority.*

5 HEALTH CHALLENGE DENBIGHSHIRE

Councillor P A Dobb presented the report seeking Members' approval in principle of the 3 year action plan which would demonstrate how the Local Authority would continue to integrate and mainstream the health improvement activity required to underpin and sustain the momentum of Health Challenge Wales. Members were also asked to agree the concept of Denbighshire County Council as a Health Improvement Agency with the implications for leadership that accompanies the concept.

Councillor Dobb urged Members to take leaflets promoting health to garages or hairdressers for example, promoting the scheme. It was important that the Authority helped the community to enjoy a healthy, happy life.

Councillor E W Williams said it was important to educate the secondary schools pupils to eat healthily. This also had an impact on the number of pupils who went into the town centres at lunchtimes to the takeaways and who contributed to the litter problem by throwing away the takeaway packaging. Some of the primary schools in rural areas had fruit purchased by teachers for sale in the school instead of sweets. Councillor S Roberts agreed and said it was important that 'junk food' was not sold at school breaktimes, even when fundraising.

Councillor P J Marfleet said income from vending machines was a way of raising revenue, it was important that healthy items were included in such machines.

A vending policy for the County report would be discussed by Scrutiny Committee after relevant consultations had taken place.

Councillor R W Hughes said Health Challenge Denbighshire was important and the action plan was comprehensive and it was Members who would deliver and champion some of the items contained in the action plan.

Members agreed it was essential to plan events as early as possible in order to promote healthier lifestyles for the public.

RESOLVED that Members agree the Local Authority Action Plan for Health Challenge Denbighshire.

6 PROCUREMENT OF A REPLACEMENT SYSTEM FOR SOCIAL SERVICES ELECTRONIC CLIENT RECORD SYSTEM, CARE.COMM

Councillor P A Dobb presented the report seeking Cabinet approval to enter into a contract with in4tek for the provision of an electronic client record system that meets the needs of the service, replacing Care.comm and also seeking approval to enter into a collateral agreement with Conwy and Flintshire Councils to formalise collaborative working arrangements.

Councillor P J Marfleet supported the report and said it was necessary to invest more in ICT to achieve efficiency savings in coming years. However, he said the Authority needed to ensure that partners did not default which could lead to costs

being incurred and no gain. He said all costs, including development costs, needed to be considered for possible opportunities to capitalise the costs.

The Corporate Director: Personal Services said that both Legal and ICT procurement advice had been taken to mitigate any risks to the Authority. An intense process had been followed with in4tek and the authority's project team before procurement could take place and all costs that the team were aware of had been covered. The contract covered issues which could arise in the future and how those issues would be dealt with. The County Clerk confirmed that Authority had taken all reasonable steps in regard to the procurement of the contract and its contents.

The Deputy Chief Executive / Corporate Director: Resources referred to the Financial Controller Statement and the potential for further direct costs arising as additional posts in ICT and Personal Services could be required to administer the system. The Corporate Director: Personal Services said additional staffing costs would not be incurred as staff had been seconded from elsewhere in the department. The Head of ICT said two of his staff currently supported the Care.com system and would take on the work of the new system. Priorities would have to be juggled and support would be required for 16 extra computer servers in the computer room which had not been covered. In response, the Corporate Director: Personal Services said should an extra post be required in ICT, it would have to be funded by Personal Services.

In response to a query from Councillor E W Williams, the Corporate Director: Personal Services said Wrexham County Borough Council were not part of the agreement as they had decided to follow a different route.

Councillor E C Edwards congratulated the Corporate Director: Personal Services and her staff for achieving a partnership with the two other neighbouring Authorities.

RESOLVED that Cabinet approve:

- [a] a letter of intent, issued by the County Clerk, being sent to in4tek to allow the planning of implementing PARIS to commence prior to final contract signing.*
- [b] entering into a contract with in4tek, subject to the final approval of the County Clerk.*
- [c] entering into a collateral agreement with Conwy and Flintshire Councils to provide financial protection in the event of one of the other Authorities defaulting on the contract and the loss of discount that would result.*
- [ch] that Denbighshire continues to collaborate with Conwy and Flintshire Councils in the implementation and future development of PARIS.*

7 REVENUE BUDGET 2005-2006

Councillor P J Marfleet presented the report for Members to note the budget performance figures for the current financial year as detailed in the appendices to the

report and consider any actions necessary to bring the Directorates' projected spending in line with available budgets.

Councillor Marfleet stressed the need for efficiency savings to be delivered early in the financial year. As an example, the previous year there had been a discrepancy of over 30% in Lifelong Learning projected outturn during the year. A realistic delivery had to be achieved. He referred Members to page 4 of the appendix and said an efficiency savings progress report would be included as part of the monthly revenue budget report. He particularly liked the clarity of the format used to show the progress of the efficiency savings by Lifelong Learning and said, along with the Financial Controller, they would provide a standard format for all Directorates to follow which would incorporate the best format from each Directorate.

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

8 HOUSING REVENUE ACCOUNT BUDGET 2005 / 2006

Councillor P A Dobb presented the report for Members to note the latest financial forecast position of the Housing Revenue Account (HRA) for 2005-2006.

Councillor Dobb said the report had been revised and in future would include income in the Council Fund that properly should have been within the HRA. The Head of Housing Services said amendments would be made to Appendix 2 to ensure the correct figures were used.

RESOLVED that Cabinet note the latest financial forecast position of the Housing Revenue Account for 2005-2006.

9 CABINET FORWARD WORK PROGRAMME

Councillor S A Davies presented the report for Members to note the Cabinet Forward Work Programme and said he was the Lead Member for Corporate Communications Strategy and not Councillor D Owens.

Councillor E C Edwards said the Area Partnerships report would be included at a future date.

Councillor P A Dobb said it was hoped that a report on Improved Housing Stock would be included in July 2005 and that the second Emergency Duty Team report be removed.

Members agreed the Work Programme was being improved. They did not want to make it too cumbersome but at the same time the action or delivery of the item should be included when possible.

RESOLVED that, subject to the above, Cabinet note the contents of the Forward Work Programme.

10 URGENT ITEMS

There were no 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 8 and 9 of Part 1 of Schedule 12A of the Local Government Act 1972.

PART II

Item 12 discussed first because of its relevant to the Capital Plan.

11 CAPITAL PLAN 2004-2005

Councillor P J Marfleet presented the report for Members to note the latest projected position in the 2005/06 element of the capital plan and to consider the proposal to include additional spend of about £1m into the plan and agree the temporary hold on uncommitted block allocations until further capital receipts were generated. No substantial slippage was forecast. He confirmed that the capital programme had to be considered in conjunction with the revenue that was required to sustain it. He also asked Members to note that the schemes detailed in Recommendation 8.2 referred to paragraph 2.7 and not 2.8 of the report.

Councillor Marfleet said the Authority expected a substantial capital receipt in the near future and would hope to reinstate the block allocations at that time. He said that Members were reluctant to release assets for sale, to increase available funds. The CCTV unit in Rhyl would have an impact on funding and further funding would also have to be allocated for school transport software.

The Deputy Chief Executive / Corporate Director: Resources confirmed it would not currently be possible to fund the block allocations in total. He informed Members that the extra funding had to be allocated for the new school at Prestatyn and the urgent Health and Safety works reported in Agenda Item 12. He emphasised the need to maintain revenue reserves in line with good accounting practice.

The Chief Executive said consideration would be given in the next report whether any underspend could be used in a temporary manner from block allocations, pending achievement of capital receipts.

Councillor E W Williams asked how the additional funding for the Prestatyn school site would be financed.

After discussion, it was agreed that funding would come from an assumption of slippage, until capital receipts were available. The overall Capital Plan would be regularly reviewed.

RESOLVED that Cabinet

[a] note the position of the 2005/06 element of the Council's agreed 3 Year Capital Plan

[b] agree including costs of the additional schemes as detailed in 2.7 of the report within the plan for 2005/06

[c] as a result of [b] above, agree to reduce the uncommitted element of the block allocations within the generally funded schemes until such time as further resources are available from the generation of capital receipts from the sale of surplus assets.

12 PROPERTY: HEALTH AND SAFETY IMPLICATIONS

Councillor J Thompson Hill presented the report for Members to identify the current position with maintenance budgets for the Council's property portfolio, and to highlight increasing pressures on the budget arising from Health and Safety requirements. He said it was essential that funding from additional sources be provided for the Health and Safety requirements which would ensure that funding would still be available for schools maintenance. He also informed Members that an Improvement Notice had been served on the Authority which had implications on the building maintenance services revenue budget.

In response to a query from Councillor S A Davies, the Chief Executive explained that by allocating funding where possible out of the capital plan, the schools maintenance budget would be unaffected. He confirmed an Improvement Notice had been received and the Authority had one year to make improvements which would require separate costings.

The Corporate Director: Environment, in response to a comment by Councillor P J Marfleet, said Members had been earlier made aware that some health and safety issues needed to be carried out and that officers were aware of the need to anticipate such needs as soon as possible so they could be incorporated into the budget.

Councillor E W Williams said Central Government imposed many requirements on Local Authorities and would not allocate any additional funding to cover such requirements. Councillor Thompson Hill agreed and said it was important for the Authority and the WLGA to approach the Welsh Assembly Government asking for funding to meet such requirements.

Councillor Thompson Hill confirmed the list attached to the report was up to date and was a pared down list of the surveyors' reports. With regard to health and safety issues at schools, the Corporate Director: Lifelong Learning said he had arranged to meet with the Corporate Health and Safety Manager.

RESOLVED that Members note the proposed schedule of capitalised and planned maintenance works for 2005-2006 and recommend additional capital and revenue resources are made available to meet the three items of health and safety expenditure as set out in the report. Members also note the service of an

Improvement Notice on the Authority which will have implications on the building maintenance services revenue budget.

The meeting concluded at 1.10 p.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES, LEADER

DATE: 19 JULY 2005

SUBJECT: **A VISION FOR DENBIGHSHIRE – A VISION FOR THE COUNTY**

1. DECISION SOUGHT

To approve for recommendation to full Council in July the process:-

- for agreeing a vision for the county of Denbighshire (Appendix I refers)

2. REASON FOR SEEKING DECISION

- 2.1 The work which was carried out with our partners and stakeholders to produce the Community Strategy was invaluable and identified the following vision **“by working together, we will achieve a more prosperous, better educated, healthier; greener, safer and more confident future for the people and communities of Denbighshire”**.
- 2.2 However, it has been recognised that the current vision is not sufficiently “Denbighshire” focused and does not provide the clarity required to guide our strategic planning and the development of future services.
- 2.3 Research and consultation for the Community Strategy was carried out almost two years ago and therefore not able to take account of the views of new Members or more recent key Assembly initiatives, such as the Wales Spatial Plan. The strategy also does not address some of the key questions we should be asking in relation to the size and shape of population projected for the future, where development should be focused and the challenges facing our mainstream economy.
- 2.4 It is therefore recommended that a visioning exercise for Denbighshire is undertaken with the objective of providing a clear framework for the review of the Community Strategy and Local Development Plan, the development of Denbighshire’s Regeneration Strategy and other strategic/policy decisions.
- 2.5 It is important that all residents of Denbighshire have the opportunity to have their say about the kind of county they would like to live in both now and in the future so that the Authority can work with its partners to bring that vision to life. Appendix I details a process which has been identified to ensure that all stakeholders have the opportunity to make a contribution.

- 2.6 Appendix II details some of the key national, regional and local strategic documents that the Authority and its partners will need to consider when undertaking the visioning process.

3. POWER TO MAKE THE DECISION

- 3.1 Section 4(1) Local Government Act 2000 states that “every local authority must prepare a strategy (referred to in this section as a community strategy) for promoting or improving the economic, social and environmental well-being or their area and contributing to the achievement of sustainable development in the United Kingdom”. A vision for the Authority is an essential component of the Community Strategy.

4. COST IMPLICATIONS

- 4.1 Financial resources will be required to carry out the process outlined in Appendix I. Where possible these have been approximated and the costs identified as below £5,000 which will be found within the Strategic Policy Unit budget. The resources to carry out this exercise will be Member and staff time.

5. FINANCIAL CONTROLLER STATEMENT

- 5.1 Costs in connection with the exercise will need to be contained within the identified funding.

6. CONSULTATION CARRIED OUT

- 6.1 The proposed visioning exercise was discussed at Informal Cabinet on the 21 June, by the Corporate Executive Team on the 4 July and at Monthly Management Conference on the 7 July.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 The outcomes of the visioning exercise will be the framework for the Authority’s policies.

8. RECOMMENDATIONS

- 8.1 That Members approve for recommendation to full Council in July the process for agreeing a vision for the county of Denbighshire (Appendix I refers).

Visioning Process for Denbighshire

Appendix 1

Activity	Date	Cost
Agreement for visioning exercise at Informal Cabinet	21 June 2005	Staff/Member time
Review of key documents and data for overview (Appendix II)	4 July 2005	Staff time
Visioning Exercise at Monthly Management Conference	7 July 2005	Staff time
Set up project team	15 July 2005	Staff
Leader to meet with Paul Williams, University of Swansea to discuss/plan workshop session	18 July 2005	Staff/Member time
Cabinet paper seeking agreement for a process to identify a vision for Denbighshire and review of the Community Strategy	19 July 2005	Staff/Member time
Complete/agree project plan mandate form and project plan	22 July 2005	Staff
Community Strategy Partnership Workshop facilitated by Paul Williams, University of Swansea	22 July 2005	Staff/Member time
Send letter to town and community councils	22 July 2005	Staff/Member time
Engage town and community councils/area partnerships/steering groups	29 July 2005	Staff/Member time
Engage staff through series of "Roadshows" and Headlines	June/July 2005	Staff/Member time
Research – more in-depth review of key documents and data. Notable practice from other authorities	Ongoing	Staff time
Directors/Heads of Service/Managers to discuss visioning exercise at Departmental Management Team meetings and team meetings throughout the Council	July/Aug 2005	Staff time
Arrange event for Children and Young People	Aug/Sep 2005	Staff/Member time
Develop and launch "Visioning" web page on "What's New" area of home page of DCC web site with URL link to Comments Database	Sep 2005	Staff/Member time
Engage with public via County Voice, web site and range of consultation mechanisms	Sept 2005	Staff time
Externally facilitated 3 day Member session (non consecutive days). Speakers from key partners and attendance by relevant staff	Sep/Oct	Venue and catering, external facilitation < £5,000
Test the draft Vision with focus groups – adults, children and young people	Oct	Staff/Member
Cabinet paper to recommend Denbighshire's vision to full Council	29 Nov 2005	Staff/Member time
Council paper to agree Denbighshire's vision	Special Council Dec 2005 - tba	Staff/Member time
Branding and promotional strategy identified and implemented for agreed vision	Jan – March 2006	Staff/Member time
Update Community Strategy with partners to reflect agreed vision	1 March 2006	Staff/Member time

Monthly progress against the above timetable will be reported to Corporate Executive Team and Monthly Management Conference

1.0 The Strategic Agenda of the Welsh Assembly Government – the ‘What’, the ‘How’ and the ‘Where’

1.1 Wales: A Better Country (September 2003)

This paper is about **what** the Assembly wants to deliver. There are four key areas, helping more people into jobs, improving health, developing strong and safe communities and creating better jobs and skills.

1.2 Making the Connections: Delivering Better Services for Wales (October 2004)

This paper is about **how**: the Assembly’s vision for how we will deliver, with our partners, public services which reflect the distinctive nature, needs and values of Wales. There are four principles for better services, citizens at the centre, equality and social justice, working together as the Welsh Public Service and value for money for which the supporting paper is “Making the Most of our Resources” (June 2005).

To deliver the overall vision, a five year action plan has been produced called “Delivering the Connections”.

1.3 People, Places, Futures – The Wales Spatial Plan (November 2004)

Spatial planning is about what can and should happen **where**. It looks at the interaction between different policies and practices across regional space and is more than land-use planning. There are six guiding themes, building sustainable communities, promoting a sustainable economy, valuing our environment, achieving sustainable accessibility, respecting distinctiveness and working with our immediate neighbours.

North East Wales – Border and Coast – Wales Spatial Plan

Vision:- An area harnessing the economic drivers on both sides of the border, reducing inequalities and improving the quality of its natural and physical assets.

1.4 Property Strategy for Employment in Wales

WAG and WDA Strategy for employment sites and buildings across Wales for the next four years.

1.5 Other Key WAG Documents

Children and Young People: “Children and Young People Rights to Action”(WAG 2004), sets out WAGs seven core aims for services to children and young people. The aims are supported by “Early Entitlement”, “Play Policy”, “A Fair Future for our Children” (WAG strategy for tackling child poverty) and “Children First”, the WAG programme which aims to transform the management and delivery of social services for children in Wales and the “National Service Framework”.

Education and Training:- “The Learning Country” sets out strategy for promoting life-long learning in Wales. “Reaching Higher” seeks to widen participation in Higher Education and “Extending Entitlement” looks at broader needs of young people between 11 and 25.

Economic Policy:- “A Winning Wales” sets out a 10 year vision for building a Wales which will help to create and attract high added-value business. “ICT and eGovernment” in Wales builds on the success of the “Cymru Ar Lein” broadband strategy

Countryside, Planning and the Environment:- “Planning Policy Wales” seeks to embed sustainable development in all our planning policies and “Wise About Waste” has set a course of radical change towards recycling and reducing the amount of waste for land-filling. “Planning: delivering for Wales” is a major change programme to make sure we make significant improvements in the quality of the planning service and “Farming for the Future” has set out the WAG vision for a sustainable future for the land-based industries in Wales.

Health and Social Care Services:- Broader Health and Health Promotion strategies - “Health Challenge Wales”, “Climbing Higher”.

Other key strategies include “Strategy for Older People in Wales”, “Creating a Unified and Fair System for Assessing and Managing Care” and “Building Stronger Bridges” - using the capacity within the voluntary sector to deliver the design for life/HSC&WB agenda. Housing Strategies: “Better Homes for People in Wales”, “National Homelessness Strategy”.

2.0 Regional Strategies

2.1 The North Wales Development Strategy (North Wales Economic Forum)

Themes of Strategy are business, enterprise and innovation, skills and learning, community cohesion, communication and infrastructure and improving quality of life in North Wales

2.2 Objective 1 - A sub-regional review of Objective 1 in North West Wales 2000-2004

3.0 The County of Denbighshire

3.1 Key Demographic Information

If recent trends continue then the County can expect the following changes over the next 20 years in terms of size and makeup of its population: An increase in the number of births per year but a fall in the proportion of the population aged under 20. The total number of people aged under 20 could change by plus or minus 5% depending on the level of net migration.

An increase of around 5% in the number of people of working age over the medium term (until 2013). Whether or not this trend continues beyond 2013 will depend on

the level of net migration. A significant increase in the number of people aged over 65 years of age. This age group is likely to increase by around a third over the next 20 years.

A decrease in the death rate but due to an increasing number of older people, the number of deaths may increase in the long term depending on the migration trend.

In addition the following trends in society are taking place:-

An increasing number of people have more than one address for example, they live in one place during the week and somewhere else at weekends or children live with one parent for part of the week and the other parent for the remainder of the time.

An increasing number of people are living on their own and average household size is likely to continue to fall

An increasing number of people have more than one job

Public administration, education or health is likely to continue to be the major industry of employment in the County but there is a trend towards more people being self-employed.

Disability and long-term illness are likely to become increasingly important as we get an ageing population

All of these trends will impact on services such as social services, leisure, transport etc.

3.2 Denbighshire's Community Strategy

The Denbighshire Community Strategy has 6 key themes supported by a number of key strategies:-

Health Social Care and Wellbeing underpinned by Health Social Care and Wellbeing Strategy, developed jointly by Denbighshire NHS Trust, Denbighshire LHB and Denbighshire CC and the Voluntary Sector, the Local Housing Strategy and Homelessness Strategy

Community Safety underpinned by the Denbighshire Crime and Disorder Strategy jointly developed by Denbighshire CC and North Wales Police

Lifelong Learning underpinned by Denbighshire County Council's Educational Strategic Plan and the Community Consortium for Education and Training Plan and Denbighshire CC Culture and Leisure Strategy

Economic Prosperity an economic regeneration strategy for Denbighshire is currently being developed in Partnership with WDA, the business sector and Denbighshire County Council

Environment underpinned by a number of key strategies, such as Biodiversity Plan, Transport Plan, Waste Strategy and Waste Minimisation Plan. A

Highways/Transportation Asset Management Plan is currently being developed

Children and Young People underpinned by the Children and Young Peoples Framework for Partnership strategies and action plans

4.0 Welsh Local Government Draft Manifesto

Strategic issues:- increasing powers of the National Assembly which could result in more functions becoming centralised and a diminishing role for local government, funding, structure and functions of local government is being examined by Sir Michael Lyons whose findings by the end of the year could have huge significance for local government, continued modernisation of local councils, implementation of Making the Connections agenda calling for greater collaboration and joint working, increased community role of local councils, renewing interest in local democracy and local citizenship

Local service delivery issues:- the continuation of funding of schools by WAG through local authorities, improve performance in social services, improve quality of local environment - from cleanliness of local streets to dealing with floods, improve economic development and prosperity, community safety and reduce the fear of crime and the quality of public housing

REPORT TO CABINET

CABINET MEMBER: Councillor R W Hughes, Leader

DATE: 19 July 2005

SUBJECT: Corporate Communications Strategy - Action Plan

1. DECISION SOUGHT

1.1 To approve the recommendations noted in Corporate Communication Strategy Action Plan.

2. REASON FOR SEEKING DECISION

2.1 A comprehensive three phase review of the communications function of Denbighshire County Council was carried out during 2004.

2.2 The three phases were:

- 1: External Communications
- 2: Customer Care
- 3: Internal communications

2.3 The three phases shared the same objective, which was to identify existing methods and means of communication used by Denbighshire and other local authorities, to establish how successful or otherwise these are and, in the light of these, to recommend improvements.

2.4 The aim of the review was to provide a clear basis to develop and strengthen the Corporate Communications Strategy.

2.5 The main conclusions of the review were that the Council needs to take a more strategic and consistent approach to communication and should make its messages and aims clearer. This should lead to more effective two way communication between the public and the Council, and the Council with its employees.

2.6 The review conclusions form the basis for the Action Plan.

3. POWER TO MAKE THE DECISION

3.1 Section 111 of the Local Government Act 1972 - subsidiary powers of local authorities.

4. COST IMPLICATIONS

4.1 Potential cost implications above current resources dependant on scope of the Vision for Denbighshire.

5. FINANCIAL CONTROLLER STATEMENT

- 5.1 Costs in connection with the implementation of the strategy will need to be contained within relevant service budgets.
- 5.2 Any additional costs which may arise from the Visioning Exercise are not budgeted for and funding will need to be identified when costs have been assessed.

6. CONSULTATION CARRIED OUT

- 6.1 The scope of the review was agreed by a cross directorate Communication Review Group, which also included members. This Team met regularly throughout the three phases of the review,
- 6.2 Desk top research into the information needs of local communities was carried out in November 2003, followed by a Partners Survey, which included councillors and media, in December 2003.
- 6.3 Denbighshire's Citizens panel was consulted by questionnaire in February 2004.
- 6.4 A small consultation session was also held with a group from the Citizens Panel to gauge their general satisfaction levels with the information they receive from Denbighshire.
- 6.5 A total of 265 staff responded to an internal communications survey.
- 6.6 Monthly Management Conferences
- 6.7 Resources Scrutiny Committee (July 7, 2005): Members felt that under 2.2: External Communications, under Members, the sentence "Each Councillor will hold surgeries as required to hear the views of their ward members and address their concerns" should be deleted because Councillors are contactable at all hours and contact numbers are widely available.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 Actions contained in the Strategy document should influence all policy areas.

8. RECOMMENDATIONS

- 8.1 As set out in the Action Plan

1: INTRODUCTION

The Corporate Communications Strategy sets out a co-ordinated approach to internal and external communications and media activities to underpin and publicise the improvement of services and to support the Council's stated priorities.

The strategy is a corporate document that holds relevance at all levels within the Authority.

Communication will be a clear priority for the County's Senior Management Team and Heads of Service.

Day to day management of the strategy will be carried out by the Corporate Communications Unit based in Lifelong Learning, in conjunction with the Cabinet member responsible for Communications.

The Unit retains corporate responsibility for leading the communications function and the overall implementation of this strategy. However, achieving the key aims, which are central to the strategy, remains the responsibility of every member of staff and all elected members.

1.1 The Communication Strategy

- Supports the aims and objectives of Denbighshire County Council's policies and priorities
- Endorses effective and appropriate internal and external communication as a key priority issue for Denbighshire County Council
- Demonstrates our communications commitment to both the people of Denbighshire and our partners
- Provides strong guidance to all Denbighshire County Council staff and elected members
- Will be reflected in service plans and business plans throughout the Authority

1.2: KEY AIM

The key aim of the Corporate Communications strategy is to enable the Authority to be responsive to community needs and effective in managing its services by establishing and maintaining clear and regular channels of two way communication with:

The public - to create a positive, informed and recognisable profile for Denbighshire County Council

- **Elected members and staff** - to create a corporate environment of trust and loyalty in which aspirations to excellence are valued and encouraged
- **Elected members** - to support their work
- **Welsh Assembly Government, local Town and Community Councils** - to share best practice and demonstrate partnership working
- **Key partners and stakeholders** - to create effective working partnerships to benefit the local community as a whole

1.3: OUR KEY PRINCIPLES

- **Integrity and honesty** - we will never knowingly mislead the public, media or staff on an issue
- **Openness and accessibility** - we promote openness and accessibility in our dealing with the media, the public and staff, whilst respecting confidentiality
- **Fairness** - we will not routinely favour one media source over another
- **Strong, effective communication** - this is essential to how we work and provide our services
- **Clear communication** - spoken, written and electronic - will be clear, easily understood, timely, relevant and up to date
- **Compliance with corporate policies** - all published material will adhere to the corporate style and bilingual policy
- **Timely communication** - information relevant to staff and the public or media will, wherever possible, be timed to coincide
- **Open and honest two way communication** - both internally and externally with councillors, staff, customers, partners and stakeholders

2: COMMUNICATIONS FUNCTIONS

2.1: Internal communications

Strategic Aim

To maintain a strong two way flow of information within the Authority to support and encourage teamwork, trust and loyalty

Objectives

- Members and staff will be informed of issues and events that affect the County Council and the impact it will have upon them through regular daily bulletins, monthly bulletins and Headlines
- Staff will be consulted through formal and informal channels about the development of policies, practice and procedures
- The views of colleagues and elected members will be taken into account in the forming of policies and the design of service delivery

How will we achieve our objectives?

Staff

Each service will assess its own commitment to the Communications Strategy and produce their own communication action plan showing how they will implement all aspects of the Strategy. This will be included in Business Plans and monitored by the Performance Management Team.

Each Directorate will also designate key officers who will:

- Actively participate in the Headlines group which meets on a two monthly basis chaired by the Public Relations Officer
- Ensure that the job descriptions of all heads of service include a requirement for effective communication with staff, members, customers, partners and stakeholders.

Members

Cabinet

With regard to their own portfolios:

Each Cabinet Member will have responsibility for communicating important information on the Council's policies and strategies; e.g. internally, with agencies/partners and with the public.

For any Cabinet decision (delegated and non delegated) Cabinet Members must consult other relevant Cabinet Members, relevant officers and agencies. For all policy issues, where appropriate, they must consult the relevant Scrutiny Committee. In some case they will ensure that there has been adequate consultation with the public

They will identify with officers a work programme relating to their responsibilities and forward relevant items for inclusion in the Cabinet's Forward Work programme which will be published on the web site.

They will monitor complaints for their area ensuring that officers are responding as per the agreed corporate system.

Cabinet support will produce within 3 working days a summary of the decisions of each cabinet meeting and these will be available to all councillors and will be placed on the web site.

Cabinet will provide opportunities each year to enable the public to raise issues directly with Cabinet Members.

Cabinet will also seek to interest more local people in its work by holding its meeting at locations throughout the County.

Individual councillors

- Each Councillor will communicate the concerns/views of ward members to the following as appropriate:
 - The various decision making bodies of the Council
 - Lead Cabinet Members
 - Officers

Corporate Communications Unit

Communicate information to members and staff on a daily basis through the electronic bulletin, Denbighshire Today

- Establish communications as a standing item on agendas for directorate management team meetings
- Develop team briefings from the Senior Management Team as a means of ensuring employees are regularly updated on council policies and activities
- In conjunction with Central personnel, develop a staff suggestion scheme
- Continue to develop the staff magazine, Headlines

How will we judge our success?

By conducting an annual staff survey to judge the effectiveness of the Senior Management Team cascade briefing system

By monitoring communications ability as a key result area for relevant members of staff in annual development reviews

By the number of Cabinet reports challenged on the grounds of failure to consult

Target

60% of employees feel well informed about the council as a whole by March 2006

90% of employees are aware of the vision for Denbighshire by March 2006

2.2: External Communications

Media Relations

Strategic Aim

To be open, honest and proactive in our dealings with the media

Objectives

- To adhere to the corporate guidelines of the “Working with the Media” policy
- To maintain strong, professional links with local and regional media
- To respect the right of the media to represent all views on any given issue

How will we achieve our objectives?

Staff:

Each Directorate will designate key officers who will:

- Be media trained to co-ordinate suitable responses as required to media enquiries within the directorate and be able, if necessary, to carry out media interviews
- Be responsible for the timely identification of important or controversial issues due to appear in Council, Cabinet or Committee papers and agendas to the Corporate Communications Unit

Corporate Communications Unit

- Further develop County Voice, maximise its distribution and encourage partner organisations to support the publication
- Issue regular, pro active news releases
- Monitor and respond to media stories linked to Denbighshire County Council
- Ensure all departments place advertising through the in house unit

Members

Each Councillor will hold surgeries as required to hear the views of their ward members and address their concerns.

- Each Councillor will participate in community engagement in their area through the agreed partnership arrangements. (currently under review)

Outcome

- An improved reputation and profile
- Residents and employees more aware of what the council is trying to achieve in terms of improving services and providing local leadership

How will we judge our success?

By conducting an annual media survey on our performance and using this to establish benchmarks for improvements and to set targets for the future

By monitoring the quantity and quality of media coverage we achieve (quarterly)

Targets

A minimum of seven news releases to be issued each week.

£10k annual income for County Voice.

3: PUBLIC RELATIONS

Strategic Aims

- To manage the reputation of Denbighshire County Council
- To earn understanding and support for the Authority

Objectives

- To actively educate and inform the public about Denbighshire County Council, its policies and services
- To take a targeted, high profile approach to major local community issues
- To give equal support and attention to all geographical areas covered by Denbighshire County Council.

How will we achieve our objectives?

Staff

- To be media aware and inform the Corporate Communications team of opportunities to raise the profile of the Council
- Ensure that all publications and communications issued by the Council adhere to corporate policies and standards

The Corporate Communications Unit

- Will monitor publications to ensure that they adhere to corporate policies and standards
- Identify and maximise all opportunities for raising the profile of the County both locally and nationally

Members

- To be media aware and inform the Corporate Communications team of opportunities to raise the profile of the Council

Cabinet

With regard to their own portfolios:

Each Cabinet Member will have responsibility for communicating important information on the Council's policies and strategies; e.g. internally, with agencies/partners and with the public.

- Cabinet will provide opportunities to enable the public to raise issues directly with cabinet Members.

Outcome

An improved reputation and profile

Residents and employees more aware of what the council is trying to achieve in terms of improving services and providing local leadership

How will we judge our success?

By an annual survey of the Citizens 500's perception of Denbighshire County Council and the services it provides.

Target

75% of the panel agrees that the council keeps them well informed about what is going on in the area by April 2006.

4: CONSULTATION

Strategic Aim

To gather opinion to inform and direct the way in which we conduct our business and provide services to the community.

Objectives

- We will consult both internally and externally
- We will ensure that people are informed before they are consulted to ensure that they are expressing opinions from a knowledgeable stand point

Outcome

- Clear, timely and consistent two way communication with residents and employees

How will we achieve our objectives?

- A Consultation strategy will be completed by September 2005
- The Corporate Communications Unit will take the lead in ensuring that the strategy is available to all departments and that the guidelines from the strategy are implemented in all consultation documents

How will we judge our success?

By recording the number and type of consultation exercises carried out across the Authority annually.

By recording the response rates on both internal and external surveys.

(See page 19 for the full draft Corporate Consultation Strategy)

5: CORPORATE IDENTITY

Strategic Aim

To ensure that Denbighshire County Council has a strong brand image and that the services, literature and overall appearance of the Authority are consistently presented in a recognisable corporate style

Objectives

- To provide information in a clearly branded, concise style both internally and externally
- To promote the individual services provided by the Authority, but always be mindful of their contribution to the corporate body as a whole
- To adhere to the guidelines of the Corporate Identity Manual

Outcomes

- A strong brand image for Denbighshire County Council
- An enhanced image and reputation for the Council

How will we achieve our objectives?

By reviewing the use of the corporate logo and the general image projected, identifying problem areas and setting targets for improvement.

How will we judge our success?

By including a question on corporate image in the annual Citizens 500 survey.

6: e-GOVERNMENT

Strategic aim

To continually develop opportunities presented by electronic communication internally and externally to benefit Denbighshire County Council and the communities it serves

Objectives

- To use the Denbighshire web site to promote the County Council and its services and to offer channels of communication for the public to contact the Authority

- To use the Intranet to communicate with staff and elected members and actively encourage its use

How will we achieve our aims?

Corporate Communications Unit

- Ensure that the home page of the web site is constantly updated
- Ensure that the public has access to information and services by publicising and marketing the web site via Council publications
- Enhance internal communications by the development of the use of the intranet to improve two way communications with employees

ICT staff

- Ensure that the website is modern looking

Cabinet

- the Cabinet's Forward Work programme which will be published on the web site.

Cabinet will produce within 3 working days a summary of the decisions of each cabinet meeting and these will placed on the web site

How will we judge our success?

By seeking feedback from on-line forms.

7: CORPORATE COMMUNICATIONS PROTOCOL

7.1: Overview

This protocol sets out the procedures and quality standards which will govern the County Council's Corporate Communications.

It aims to offer guidance to both members and staff and to underpin the work of the Corporate Communications Unit.

National research has shown that well informed residents are more likely to be satisfied with their Council.

There is therefore a clear incentive to ensure that the most effective communications procedures are in place.

These will ensure that the Authority communicates effectively and supports the underlying principles of modernisation by promoting public engagement.

7.2 The legal framework

Communication work throughout Denbighshire County Council operates within the terms and spirit of a legal framework set out within a number of Local Government Acts.

We also operate within the National Code of Recommended Practice on Local Government publicity which defines the main function of local authority publicity as follows:

“To increase public awareness of the services provided by the authority and the functions it performs to allow local people a real and informed say about issues that affect them; to explain to electors and council tax payers the reasons for particular policies and priorities, and in general to improve local accountability”.

Also, embodied within the Government’s modernisation agenda is the expectation that local authorities will make greater effort to engage their local communities by providing improved communications.

This protocol aims to help Denbighshire County Council meet these expectations.

7.3: Media relations

Advance publicity for Cabinet/council meetings

The Corporate Communications Unit will aim to ensure that news releases to the media accompany the distribution of papers for meetings where there is likely to be high media interest or an advantage in releasing information early.

Decisions about the items selected for news releases and the timing of the release will be made in consultation with either the relevant Cabinet member, councillor, in the case of scrutiny or other committees, or chief officer.

These principles will apply to the work of:

- Full Council
- The Cabinet
- Scrutiny Committees
- All other Council committees

The Council’s policies and priorities programme of work will be publicised through news releases.

The dates, times and venues of public Cabinet meetings will be publicised through news releases, on the web site and in Llais y Sir/County Voice. In the case of the four Cabinet

Questions Times held quarterly at different venues throughout the county, paid for advertising and posters will also be used for increased publicity. These measures are to encourage both media and public attendance.

7.4 Political quotes

The Council's legal authority to put out official publicity is governed by the Local Government Act and the Code of Recommended Practice. Both make clear that the functions of a local authority are discharged corporately and that it is only appropriate to use public resources to publicise individual councillors where this is relevant to their position and responsibilities within the Council.

It may be appropriate, for example, to include a quote in a news release, article or statement from appropriate members where they are speaking on behalf of the Council as part of their designated responsibilities.

In these cases it will be the Cabinet member with key responsibility for the area concerned who is quoted.

News releases for Scrutiny Committees will contain quotes from the chairman.

7.5 Media interviews

The Leader and Cabinet will be approached in the first instance to respond to media requests for interviews on matters of policy.

Senior officers will be asked to respond to media requests for interviews or information on background, technical or practical operational information, or on matters of professional responsibility as appropriate. They may be quoted or interviewed on such matters. They may also explain matters of agreed policy as appropriate.

7.6 Media enquiries

The Corporate Communications Unit will be the first point of contact for the media. All media calls must, therefore, be directed to the unit in the first instance.

7.7 News releases

All news releases will be printed on Denbighshire County Council headed news release paper and issued through the Corporate Communications Unit

News releases will be published bilingually on the Denbighshire web site wherever possible on their date of publication, with the web site being updated overnight

7.8 Exceptions

There are only a few exceptions to this, for example leisure centres and libraries publicise local events going on at their premises.

These services should place bilingual news releases on their web pages, with the aim of including them on the date of their publication.

7.9 Internal distribution

Members: Members quoted in a news release will receive a copy of the release by e-mail or fax prior to issuing to the media, so that they can approve the quote and use it to answer any subsequent enquiries.

- **Staff:** Chief officers will receive news release relevant to them for circulation to staff in their department as appropriate.

7.10 News statements

These will be issued where necessary in a response to a particular request for comment.

Statements will be recorded on the appropriate Lotus Notes database and either given verbally, emailed or faxed to the media.

7.11 Attributing quotes and comments

We will actively encourage the media to attribute quotes and comments accurately to a named person, whether it is a member of officer, rather than the “council spokesperson” approach. This is to increase accountability.

7.12 Press conferences/media briefings

When the Council has a major announcement to make or a particularly sensitive issue to publicise there may be a need to hold a news conference or a less formal media briefing.

The need or otherwise for such an event must be determined in conjunction with the Corporate Communications Team.

7.13 News releases for partnership projects

We will ensure that where we are either issuing or participating in a news release on a partnership matter the following principles are followed:

Denbighshire County Council’s role or contribution is clearly stated and the release includes quotes from member or officers as appropriate

- Denbighshire County Council’s logo is included with others
- The text of the release is shared in draft between partners and approved

- The method, timing and manner of the release is agreed in advance by all partner organisations

7.14 News briefings for staff

The Corporate Communications Unit will provide an electronic news briefing each weekday morning to members and staff. This will feature all references made to Denbighshire County Council in the local and regional press, broadcast media and on relevant web sites.

The briefing will be sent electronically to all senior officers, all members on e-mail and to the Official Notice Board.

8: OTHER COMMUNICATIONS

8.1 Raising Councillors' profiles

The Corporate Communications team will help to identify and develop opportunities to raise awareness of individual members and to promote their contact details through a variety of means including:

Guide to Services

- Promotion of individual member pages on www.denbighshire.gov.uk
- Llais y Sir/County Voice and the publication of contact details

8.2 Cabinet Watch

Working in conjunction with the Leader the Corporate Communications Team will agree the contents and draft copy for the monthly column, Cabinet Watch, to publicise the work of the Cabinet through the Journal and the Denbighshire Free Press.

This will also be published on the Denbighshire web site following publication of both newspapers.

8.3 News Flashes

This appears on the home page of the Denbighshire web site and is used to communicate immediate or urgent information to the public.

The Corporate Communications Team and Emergency Planning Team have publishing rights to this section and will approve or reject items for inclusion.

The Corporate Communications Team will advise on the appropriate method of communication for the item if deemed unsuitable for News Flashes.

8.4 Corporate Identity

The way in which the Council's name and logo are to be used in a variety of printed formats is laid down in the Authority's Corporate Identity Manual.

All applications of the logo must be in accordance with agreed policy

8.5 Headlines

The bilingual staff magazine is issued six times a year. The inter-departmental editorial group, chaired by the Public Relations officer, is responsible for deciding on the content, drafting articles and for the distribution of the publication.

The group's policy is to concentrate on issues of concern or interest to staff. These will include work related policies, as well as human interest stories about colleagues.

Articles featuring individuals will be approved by those individual concerned before publication.

The magazine is published in paper format every other month and will also be made available on the intranet.

8.5 Llais y Sir/County Voice

The Council's bilingual community newspaper is published monthly and distributed house to house as well as being available at other local outlets such as libraries, leisure centres, GP surgeries and supermarkets. It publicises the work of the council, raises awareness of meetings, informs people about their local councillors and aims to encourage greater public participation in Council business.

The Corporate Communications team will agree and draft copy for approval by relevant councillors or senior officers.

Electronic versions of the newspaper will be available on the Council's web site.

8.6 Equal opportunities

The Council strives to communicate to all sections of the community.

To this end all Council publications will carry a statement saying that the document is available on request in Braille, large print or tape version free of charge.

Text on printed documents available to the public will be set in a minimum of 12 point.

All communications from the Council will adhere to the bilingual policy.

9: CORPORATE CONSULTATION STRATEGY

Listening, responding, acting

9.1 Introduction

The Council needs to consult on a range of issues which affect citizens and partners.

This strategy seeks to ensure that the Council meets its legislative duty to consult in a way which is effective, best value and consistent with the Council's guiding principles.

9.2 Scopes

There are a range of ongoing and developing initiatives in place which seek to consult local people and partners about the Council and its services.

All seek to capture the views of the people of Denbighshire, staff and partners through appropriate methods of consultation to inform decision making by the Council.

9.3 What is in place?

There is a range of consultation processes in place and others being developed. In addition to the consultations which are routinely carried out in support of planning control and other processes, the Council has established a number of forums involving the community and partners which are used for consultation purposes. For example:

- Denbighshire 500 Citizens Panel
- Customer Feedback Policy
- Area Partnership
- Health Partnership

In addition departments have established a range of consultation processes ranging from questionnaires and surveys to the Social Services advisory groups and Housing tenants' groups.

The purpose of this strategy is not to replace any of the above mechanisms, but to ensure that a corporate approach to consultation is co-ordinated and analysed for the benefit of the Authority as a whole.

9.4 Legislative requirements

One of the main purposes of this strategy is to ensure that the Council is able to demonstrate that it is meeting its legislative duty to consult.

This duty arises from a range of legislation governing the Council's activities and includes:

The requirements of Best Value to consult on service provision

- Duties arising from legislation governing the delivery of specific services, including social services, housing, planning and education.

Consultation supports the delivery of Denbighshire's stated priorities as well as its statutory duties.

9.5 Purpose of consultation

The Council is working to improve local democracy and increase community participation. Consultation is one of the key ways in which this can be achieved.

Effective consultation which informs decision-making is seen as good practice in the management of all Council services.

By consulting with local people and other stakeholders the Council can:

- Meet its legislative duties to consult
- Increase the democratic legitimacy of its decision making
- Tailor services better to meet the needs of those that use them
- Generate new ideas for meeting the needs of local communities
- Give communities the opportunity to access the local authority
- Promote synergy through working in partnership with local communities
- Help to promote Denbighshire County Council has a listening and responsive council

9.6 Purpose of the strategy

The purpose of the consultation strategy is to act as a vehicle which drives consultation, introduces standards, continually improves practice, provides support and guidance and ensures a strategic overview is taken.

Although consultation is already taking place across a range of departments, this strategic framework seeks to ensure that consultation is carried out in such a way that:

It is consistent with corporate principles and standards

- Good practice is shared
- The aims of the corporate plan are supported
- Consultation is co-ordinated and duplication is avoided
- Consultation fatigue is avoided
- Those consulted receive feedback about the results of consultation as far as practicable
- Consultation is in line with corporate policies on valuing diversity and customer care
- Evidence is available to demonstrate that consultation is taking place
- Consultation is reviewed and lessons learnt
- Consultation is sufficiently resourced

- Information from consultation is shared and informs decision making

9.7 Principles

One of the key principles of this strategy is to set standards which reflect corporate principles and priorities as well as current best practice. This is to ensure that all consultation carried out by or on behalf of the Council is done in a way which is consistent, coherent and co-ordinated and presents a positive image of the Council.

Effective consultation promotes the Council's guiding principles by helping us to:

Continuously look for ways to improve the services we provide to make sure they offer best value by being of high quality, responsive, effective and good value for money

- Target resources to where they are needed most
- Constantly looking for new and better ways of involving people to make sure our services and policies reflect local priorities and needs
- Be accountable to the public and give them easy access to information
- Value the diversity of people and communities, promote equal opportunities and combat discrimination
- Value our employees and invest in their development
- Work in partnership to co-ordinate effort, to make the best use of resources and benefit the county

The standards by which consultation should be carried out are:

- The consultation is fit for purpose i.e. It is planned and delivered in a way that meets the needs of the Council as well as those being consulted
- Mechanisms are in place to ensure that consultation activity is co-ordinated
- Good practice is shared across the Council
- Those who take part in consultations and the wider public receive feedback about the outcomes of consultation exercises
- The information arising from consultation is collated, analysed and shared so that it can effectively inform decision making processes
- Consultation is recorded and monitored so that evidence can be provided that it is taking place
- Systems are in place to ensure that consultation activity is evaluated and that learning is shared

It is intended that these standards will be publicised in a simplified form to everyone involved in Council consultation.

9.8 Complementary activities

The strategy for consultation does not stand alone, but supports and complements a range of activity underway within the authority to define a strategic framework within which the Council can deliver its aims. These include:

- The development and implementation of a corporate communications strategy Work to deliver best value
- The Council's equal opportunity policies and the need to ensure disadvantaged groups have equal access to the Council's services and activities

9.9 Equal opportunities

The Council's Equal Opportunity policies seek to ensure that it provides services which are responsive to the diverse needs of different individuals and communities and to achieve this through consultation with local communities and organisations. This strategy will support these aims.

9.10 Roles and responsibilities

In order to ensure that the strategy is adhered to and delivered across the organisation it is necessary to define clear roles and responsibilities in relation to it.

- Overall responsibility for ensuring that the strategy is delivered rests with the Corporate Executive Team
- The Lead Officer is the Corporate Director Lifelong Learning
- The Public Relations Manager is responsible through the Corporate Director Lifelong Learning for developing and delivering a strategy for consultation, for overseeing the Council's consultation with the community and for working with services departments and key partners on a strategic and co-ordinated response to consultation
 - To ensure that the aims and objectives of this strategy are met, a mechanism is required to take forward and support the implementation of the strategy. This will be done through the Corporate Executive Team in consultation with the Public Relations Manager.
 - Practical tasks associated with the strategy including the sharing of good practice and the co-ordination of consultation activity will be taken forward by the Corporate Consultation Group whose membership and responsibilities are described below.
 - Departmental representatives on the Corporate Consultation Group are responsible for ensuring departmental activity is fed into the corporate consultation plan, good practice is shared and corporate principles and standards are adhered to within their own departments.

The role of the Corporate consultation Group would be as follows:

- The implementation of the Corporate Consultation Strategy
- To be responsible for gathering information on the current and future consultation plans of their respective departments, keeping this information up to-date and feeding corporate activity back into planning processes.
- To share current and future consultation plans and ideas in terms of both objectives, methods and timing and develop a corporate plan of consultation;

- To identify opportunities to work jointly on consultation exercises, to ensure economies of scale and minimise public consultation fatigue;
 - To work with the Public Relations Manager on the Citizen's Panel consultation programme as appropriate;
 - To ensure the results from Citizen's Panel consultation exercises are fed back to departments and integrated into departmental planning processes as appropriate. The use of the Consultation Group will be to ensure the dissemination of information at appropriate levels;
 - To share learning and best practice and ensure the results of service specific consultation exercises are fed back into departments where there are links with those service providers;
- To provide support to each other through the discussion and resolution of issues, development of resources and the provision of advice and support where appropriate;
 - To work with Central Personnel on meeting the training and development needs around consultation;
 - To periodically evaluate the consultation strategy to ensure its continued effectiveness;
 - To ensure linkages with other corporate activity such as the communications strategy, the information strategy, equal opportunity and customer care policies.

It is proposed that the membership of the group be made up as follows:

- Chaired by the Public Relations Manager;

One representative per department who has practical knowledge of their department's consultation activities;

- A representative from the Equal Opportunities team to support work around consultation with hard to reach groups;
- A representative from the Performance Management Team to ensure links with best value reviews and to support the consultation requirements around the Performance Plan;
- A representative from Central Personnel to support work around consultation training and development to be invited to attend as required.

The Corporate Consultation Group will be responsible for the following tasks:

- To implement the corporate consultation programme;
- To identify the training and development needs regarding consultation and develop a training plan to meet requirements;
- To avoid the group becoming a 'talking shop' develop and implement appropriate methods and protocol for sharing and communicating best practice;
- Develop a resource pack containing good practice, information and contacts etc. for consulting with hard to reach groups.

The meeting frequency of the Corporate Consultation Group is proposed to be:

- Initially meet monthly to deliver tasks.
- Thereafter, quarterly as a minimum;

- Some representatives may meet more frequently to facilitate joint consultation exercises.

The reporting lines and accountability of the group will be as follows:

- The Corporate Consultation Group will be accountable to the Corporate Executive Team via the Corporate Director Lifelong Learning

It is envisaged that routine consultation on day to day operational issues such as planning control, street closures etc. does not become part of the above processes. This will allow the group to concentrate on the significant and targeted consultation exercises. It is acknowledged that whatever consultation plan is agreed will need to be sufficiently flexible to allow 'hot' issues to be introduced into the programme and it is recommended that the corporate programme be reviewed on at least a quarterly basis.

Whilst it is not the purpose of the strategy to centralise consultation activity, it should be compulsory for the Public Relations Manager to be informed of all consultation activity to ensure that corporate standards are being met and that opportunities for added value to the Council as a whole are not lost.

9.11 Review and Evaluation

An annual action plan will be produced which will help to drive forward the strategy. This will include a process for reviewing the strategy at the end of each year to ensure that it remains current and appropriate and an evaluation of the action plan for the previous year. It is also intended to develop a process by which consultation activity will be reviewed and its effectiveness evaluated. This will be done via departmental representatives and fed into the corporate group so that learning can be shared across the authority.

The Consultation Strategy will feed in to the Council's performance plan which will be required to demonstrate consultation activity and will provide a mechanism for reviewing its effectiveness.

9.12 Communication of the strategy

In order to ensure that the strategy is widely known about and supported within the authority, a range of activity is planned to communicate the principles and objectives of the strategy within the Council. This activity will include:

- Communication to the Monthly Management Conference via a briefing event
- Production of a summary booklet including the standards and signposts to good practice
- Inclusion in existing training events
- Awareness raising via departmental representatives on the corporate group
- Use of existing team briefing mechanisms
- Use of e-mail and intranet

As well as internal communication, there will be a need to ensure that stakeholders are aware of increased consultation activity, including the Citizens' Panel, and the standards which have been adopted. An important part of effective consultation is encouraging participation and removing any barriers that may exist. This may be achieved through a wider consideration of how the Council promotes its key messages as part of the development of the Council's communication strategy.

METHODS OF CONSULTATION

(IN ORDER OF STAKEHOLDER INVOLVEMENT)

WHY	WHO	HOW	WHEN	COSTS
Stakeholder involvement in decision making	Stakeholders	User committees/panels	Ad hoc	Low
Enable local people to conduct own study and prepare analysis and plans	Local people	Neighbourhood or participatory appraisal/audit	Ad hoc	Low
To bring together locals to give views/produce plans	Local people/Area Partnerships	Large scale community events	Annual	Medium/high
Focus clearly on issues , improve partnership and joined up working	Key stakeholders/Sub strategies/Area Partnerships/Town & Community Councils/Neighbouring Authorities/Regional Bodies/Community Groups/Vol Orgs/Business Groups	Policy conferences	Annual	Medium/high
Builds local partnerships, skills and involvement	Local residents/Area Partnerships/stakeholders	Community Associations	Ad hoc	Low
Groups of stakeholders meeting regularly to discuss issues, can build consensus	Stakeholders/service users	Round table/user forums	Ad hoc	Low

To gain a snapshot of the views of the people of Denbighshire on specific issues	Local people representative of communities in Denbighshire	Denbighshire 500	Annually	Low
To gauge views on specific issues	Tenants/Stakeholders/Area partnerships	Tenants/stakeholder groups	Ad hoc	Low
To gain in depth understanding of specific groups of people	Specific groups of people e.g. by age/service users	Focus Groups	Ad hoc	Low
To poll opinion on a single issue	All residents	Referendums	Ad hoc	High
To try out proposals(e.g. major planning proposals) arrangements or ideas in role play style by drawing on local knowledge and skills	Stakeholder representatives	Simulation exercise/planning for real	Ad hoc	Medium/high
To gain an understanding of local views on specific issues	Local stakeholders/area partnerships	Public Meetings	Ad hoc	Low
To gain gather research on customer needs, views, experience, to shape policy	All residents/partner organisations	Specific surveys	Annually	Varies
To monitor customer satisfaction levels	All residents/partner organisations	On going surveys/Llais y Sir-County Voice/web site	Annually	Low

To encourage debate, live interaction and feedback	All residents	Electronic discussion databases on the web site/question times (extended)	Ad hoc	Low
For a quick follow up to check quality or satisfaction of service delivery	Service users	Quality check phone calls	Ad hoc	Low
To encourage customer feedback	Service users	Customer Feedback Policy	On going	Low

CORPORATE COMMUNICATIONS - ACTION PLAN 2005 - 2006

ACTIVITY AREA / ACTION	COST	BY	OUTCOME / COMMENT
1: Internal Communications 1.1 Establish communications as a standing item on DMT Agendas	No cost	Corporate Communications (CC) & PA's to directors July 2005	- To highlight the importance of communications issues at all levels -To identify communications threats and opportunities
1.2 Develop team briefings as a means of ensuring employees are regularly updated on policy issues and activities	No cost	CC; Directors; Heads of Service September 2005	- To improve communications across the authority - To ensure consistent messages are communicated -To improve two way communication with employees
1.3 In conjunction with Central Personnel, develop and implement a staff suggestion scheme	£1k	PR Manager/Head of Personnel September 2005	- To encourage employees to have a sense of ownership and belonging to the authority - To encourage innovation
1.4 In conjunction with Central personnel, introduce a communication function to all job descriptions at manager level and above	No cost	PR Manager/Head of Personnel To be agreed	- To improve communication across the authority
1.5 Quarterly staff bulletins from directors on issues relevant to the respective directorates	No cost	Corporate Directors September 2005	- To improve communications with employees

1.6 All directorate quarterly bulletins to be published on Lotus Notes	No cost	Directors Quarterly	- To improve communications with employees
1.7 Staff roadshows by the Chief Executive and Leader as and when required to publicise specific issues, but to be at least annually	Staff time	Chief Executive & Leader On going	- To improve communications across the authority - To ensure a consistent message
1.8 Continue to develop the bilingual staff magazine, Penawdau/Headlines	No cost	CC Cross directorate editorial team On going	- To improve communications with employees
1.9 Continue to develop the daily news bulletin for members and staff, Denbighshire Today	No cost	CC On going	- To improve communications with members and employees
1.10 Further development of monthly members and staff bulleting	No cost	CC Cabinet Support On going	- To improve communications with members and employees
1.11 Directorates to develop their own communication action plans in line with the Corporate Communications Strategy. Measurable outcomes to be included in Business Plans	No cost	Corporate Directors Heads of Service	- To improve communications with employees
1.12 Staff survey to gauge effectiveness of corporate communications	No cost	CC March 2006	- To establish ways to develop and improve communications to employees
2: External communications			
2.1 Further develop the style and content of Llais y Sir/ County Voice	Within budget	CC On going	- Continue to improve messages to the public - Maximise consultation value

2.2 Further maximize distribution of Llais y Sir/County Voice	Within budget	CC On going	<ul style="list-style-type: none"> - To ensure widest possible circulation and impact - To ensure equality of opportunity for potential job applicants
2.3 Encourage partner organisations to support Llais y Sir/County Voice	No cost	CC On going	<ul style="list-style-type: none"> - To secure the involvement of partners in providing information to the public - To improve the community news value of County Voice - To generate income
2.4 Ensure all departments place all advertising through the in-house advertising unit	No cost (potential saving to departments)	CC Heads of Service Directors On going	<ul style="list-style-type: none"> - To present a corporate approach - To enable departments to benefit from agreed reduced rates - To generate income
2.5 Produce the Guide to Services annually or as an when changes occur	£1,746 per edition	CC	<ul style="list-style-type: none"> - To provide key, up to date, information to the public about council services and how to access them
2.6 Encourage interest in and attendance at Cabinet/Council meetings	Minimal costs	CC Cabinet Support On going	<ul style="list-style-type: none"> - To improve community involvement - Remove distrust and disinterest - To improve information and knowledge of council activities
2.7 Ensure the Council is represented at key public events e.g. Denbighshire & Flintshire Show (annually); ad hoc events such as the Urdd Eisteddfod	From budget, unless it is a bigger event requiring specific budget	CC All departments	<ul style="list-style-type: none"> - To improve the council's image and increase involvement in community affairs - To improve information provision to the public - To present a high standard corporate/civic presence

2.8 Continue to develop Cabinet Question Time (quarterly)	Minimal costs	CC Cabinet Support	<ul style="list-style-type: none"> - To engage local people - To improve and enhance the value of Question Time as a valuable element of the consultation process - To demonstrate Denbighshire as an open, accountable and listening authority - To improve information and knowledge of council activities
2.9 Further development of Cabinet Watch (monthly)	No cost	CC On going	<ul style="list-style-type: none"> - To promote a better understanding of the work of the Cabinet
2.10 To review and refresh the Denbighshire 500 Citizens Panel	From within budget	CC September 2005	<ul style="list-style-type: none"> - To encourage an effective two way dialogue - To ensure that public consultation requirements can be achieved
2.11 Annual customer satisfaction survey through County Voice	No extra cost	CC	<ul style="list-style-type: none"> - To provide a mechanism for public feedback - To provide a measure of public perception of council services
2.12 Develop and communicate a brand for the Council's Vision for Denbighshire	Dependant on scope, not yet determined.	CC Cabinet December 2005	<ul style="list-style-type: none"> - To promote the Council's Vision for Denbighshire - To encourage an effective two way dialogue - To engage local people

<u>3 Media Relations</u>			
3.1 Ensure a high level of quality news releases and encourage directorates to be more media aware	No extra cost	CC Directorate Management Teams On going	- To ensure media are informed of council policies, information and activities - To raise the profile of the council's priorities and commitments
3.2 Provide a corporate media service for the whole authority	No extra cost	CC On going	- To act as the main channel of communication between the council and media -To provide advice and guidance to departments
3.3 Publish news releases bilingually on the website	No cost	CC On going	- To inform as wide an audience as possible
3.4 Working with Central Personnel, provide media training for members and officers	From within budget	CC Central Personnel On going	- To ensure a professional approach and high standard of presentation
3.5 Consult local media about their views on the service they receive from Corporate Communications (annually)	From within budget	CC Each November	- To establish what improvements could be made to develop the service
<u>4 Consultation</u>			
4.1 Establish a cross directorate Corporate Consultation Group	No cost	CC All directorates October 2005	-To ensure that all departmental activity is fed into the corporate consultation plan To ensure that corporate standards are met
4.2 Prepare an annual programme for the council's statutory and voluntary consultation requirements	From within budget	CC Corporate Consultation Group January 2006	- To ensure statutory obligations are met and to prevent clashes or consultation over load

4.3 Produce corporate guidelines for consultation	From within budget	CC Corporate Consultation Group January 2006	- To ensure a corporate approach and share good practice
4.4 Ensure mechanisms are in place for reporting progress, completion and outcomes of consultation	From within budget	CC Corporate Consultation Group February 2006	- To demonstrate changes and decisions made as a result of consultation
<u>5 Corporate Identity</u>			
5.1 Monitor all applications of the corporate identity to ensure it is applied consistently and accurately	No cost	CC On going	- To improve the council's image and reputation
5.2 Up date as necessary the Corporate Identity Manual and ensure staff are aware of changes	No cost	CC On going	To provide instant access to corporate identity guidelines for all employees
<u>6 e-government</u>			
6.1 Ensure that the council's website is modern looking, constantly updated and interesting	From within existing budgets	Electronic Information Officers E-gov team – ICT On going	- Project a modern image - To improve information availability to a wide audience
6.2 Ensure the website is publicised and marketed	From within existing budgets	CC All departments On going	- To ensure that the public has access to information and services
6.3 Further develop internal communications by the use of the intranet and email	No cost	CC All departments On going	- To improve systems for dissemination of information
6.4 Publish election results on the web	No cost	ICT CC Electoral As and when required	- To provide immediate information to the public and media

REPORT TO CABINET

CABINET MEMBER: Cllr D Owens, Lead Member for Lifelong Learning

DATE: 19th July 2005

SUBJECT: Modernising Education in Denbighshire

1. DECISION SOUGHT

- 1.1. To note progress and developments since February 2005.
- 1.2. To approve the development of a new approach called the Modernising Education Programme for Denbighshire which includes more detailed indicative timescales for taking the matter forward
- 1.3. To acknowledge the additional resource requirements for delivering the Programme and authorise the establishment of a core Programme Team

2. REASON FOR SEEKING DECISION

Members will be aware that much work has been undertaken in recent years in managing the provision of Primary School places in Denbighshire and that the results of a review were, originally, to have been taken back to Cabinet in February 2005.

At Cabinet in June 2005 the Lead Member for Lifelong Learning stated:

“Cabinet Members will be aware that in the light of the wide ranging concerns associated with the Managing School Places Review, the consultation proposed in the report to Cabinet on 22 February 2005 was withdrawn.

Since then, Members and officers of the Council have been actively working on how better to understand the issues involved and seek the views of a wide range of local stakeholders and other interested parties. The Leader and I have undertaken a series of meetings with schools, the wider community and held a series of seminars to discuss the issues with other Members of the Council.

Feedback from these activities has convinced a working group, established to review the initial proposals, that a fresh approach is required to examine in more detail the whole agenda for Modernising Education in Denbighshire. The approach will recognise the need to move on from the original Review and be based on a holistic approach which sees schools in the context of their local communities and appreciates the need fully to consult with local stakeholders at all stages of the process. In addition, the new approach will position the future of our education

provision within the context of changes to the local, regional and national strategic picture.”

The New Approach

The recommended new approach incorporates the review of education provision required for the management of Primary School places but also widens the perspective to embrace the full Modernising Education agenda for the sector and other relevant developments at national, local community and county levels.

2.1. Rationale for the New Approach

- a) The approach has been conceived in the light of the lessons learned from the experience gained in the refocusing and restructuring of primary school provision over the past few years but particularly over recent months.
- b) A new approach is needed in response to the views expressed by communities involved. A start has been made through the series of meetings and visits undertaken by the Leader and Lead Member for Lifelong Learning.
- c) To ensure that there is a meaningful engagement, the new approach will encompass an area-based approach and allow each community to focus on their own needs within a county-wide context.

2.2. Principles of the New Approach

It is proposed that the new approach should be referred to as the Modernising Education Programme and will address the 4 Modernising Education themes mentioned above, namely:

- Teaching and Learning (Curriculum)
- Buildings & Facilities Update (Review, including community use)
- Financing Schools (Schools Budget Forum)
- Working Practices (Work Load Agreement)

The new approach would be founded on the following principles:

- a) **Meaningful Consultation:**
 - Inclusive and comprehensive consultation
 - An agreed structure and approach to communication
- b) **A Range of Options:**
 - Different solutions for different areas including issues such as:
 - Sustainability and
 - Affordability
- c) **Capacity and Support:**
 - Sufficient resource capacity to develop the programme

- d) Realistic Timescales:
 - Recognising the interdependence of: time scale; availability of resource; amount and variety of work to do
 - Different activities will progress at different rates
- e) Full consideration of other National and local strategies and policies

2.3. Characteristics of the New Approach

Stemming from the above principles, the new approach will have the following features:

- a) Within the context of a whole visionary exercise for the county, consultation will focus on the development and agreement of Information and Data Profiles of Schools and Communities.

The School Profiles will comprise statistical data measurements and qualitative local information based on the Estyn Framework including the community use of schools premises and facilities and schools' use of community halls, etc.

Area Profiles which reflect other local issues to take into account. They will also include information on recent, planned or proposed housing developments, 'mixed-use' developments in the vicinity and the nature and scale of other services' presence and activity, e.g. Environment, Leisure and Tourism, Personal Services, Health, etc.

A negotiated and agreed Consultation Charter will be drafted, which encapsulates the way in which DCC will consult with stakeholders, and the way consultation processes will be developed.

- b) The principle of building up a range of options will be achieved through segmentation by geographical area and families of schools.

There will be 5 area-based clusters of activity based approximately on the geographic location of larger towns. These clusters will need to take into account 'families of schools' based on the existing Feeder-Primary arrangements for Secondary schools. The areas will be defined as: Rhyl & District, Prestatyn & District, Denbigh & District, Ruthin & District and Corwen/Llangollen & District.

- c) Capacity and Support

Consultation will be demanding on resources and time. A consultation plan will need to be developed as part of a comprehensive Programme Plan within the framework of the agreed Consultation Charter. The Programme Plan will identify the scale of tasks, time requirement and

resources needed in order to adhere to the indicative timescales of the Milestone Plan included at Annex B. It will also determine the key milestone dates to which other programme activities will need to respond, e.g. data and information collection and analysis, etc. The Programme Plan will be presented to Members for approval.

Programme Team

Learning from past experience, and taking account of the approach taken by other Authorities in Wales to this type of development work, it is advisable to assign a dedicated Programme Team. Enquiries made with other Authorities in Wales revealed that Pembrokeshire deployed a corporate team comprising several officers from a range of specialist areas. Carmarthenshire established a discrete team of 3 project officers to undertake the review supported by a dedicated admin support and specialist colleagues where needed.

The Denbighshire Team should comprise a core team of 3 staff who will work solely on the different areas of the programme. This team will be supplemented by specialist officers from within the Authority as and when required in order to meet the outline programme milestones included at Annex B. Members might consider seconding this team from existing resources. However, this may have a significant detrimental impact on existing service delivery.

Members will appreciate that, given the resounding desire to 'do it properly' expressed in the Members Seminars, the allocation of sufficient resources and time are essential to delivery a quality development programme. A draft Programme Plan would be presented to Cabinet for approval once the approach has been agreed. This would include a detailed breakdown of programme development costs.

Based on:

- 1 x Lead Officer – Programme Manager
- 1 x Programme Data and Consultation Co-ordinator
- 1 x Administrative Support Officer

an indicative annual gross cost of staffing (including on-costs) would be in the region of £90k

Members should also bear in mind that meaningful consultation is expensive and needs to be done properly. This takes time to prepare and implement – and carries a significant overhead of 'media costs'. It is proposed that a consultation budget of some £12k be set aside for

the programme. This is based on the need to prepare for and conduct a minimum of 12 meetings in 5 locations over a period of 36 months, i.e. 1 meeting in each area held every 3 months – a total of 60 meetings.

Until the programme review is completed, it is not possible at this stage to indicate the scale or nature of additional costs or savings to the Authority.

d) Timescales

As the issues and potential solutions are diverse and different in each area, it is anticipated that different parts of the programme will proceed at different rates. The extensive consultation, community liaison and PR management means that developments will need to be carefully scheduled to make parallel progress over a 3 year period beginning September 2005. The scope of the programme suggests that the target for implementation of proposals would be during the Education year 2008/2009. The implication of this is that policy decisions on proposals within the Programme would be expected around Jan 2007 and the initial results of consultation on proposals by June 2007. The ability to adhere to these indicative dates is dependent on the resources to complete the schedule of work. An unknown factor is the scale and nature of responses to proposals.

Some developments will be implemented earlier in the Programme schedule, e.g. the new Primary School in Prestatyn planned to open in September 2007 must proceed. Members should also bear in mind that any changes to the structure of Education provision will be subject to statutory and due processes. These are complex and take considerable time to complete. Changes, therefore, are unlikely to be implemented within a short time of policy decisions being taken.

The extent to which the Modernising Education strategy depends on, and contributes to, the LDP will also have implications for the rate of progress.

3. POWER TO MAKE THE DECISION

- 3.1.** The review of school places is undertaken in accordance with guidance issued by the Welsh Assembly Government in Statutory Instrument 2003 No. 1732 Education Wales – The Education (School Organisation Plans) (Wales) Regulations 2003 which refers to Section 26 of the School Standards and Framework Act 1998. The power to make commence consultation procedure is contained within section 29 of the School Standards and Framework Act 1998

and the relevant regulations are Education (School Organisation Proposals) (Wales) 1999 as amended

4. COST IMPLICATIONS

- 4.1.** Members will need to consider how the programme should be resourced. The additional work which arises out of a commitment to consultation is significant and should not be underestimated. There is presently insufficient officer capacity to plan, prepare for and undertake the extensive consultation needed without jeopardising progress in other important areas.
- 4.2.** As indicated at paragraph 2.3.c) above, it is recommended that a discrete core Development Team is established to deliver the programme. This team would draw in contributions from other colleagues on a needs basis. As the programme planning develops, a clearer indication of resource requirements will be possible.
- 4.3.** Members should also be aware that, until such time that proposals for change are considered and approved by Cabinet, the requirement to maintain the present asset base and levels of service remains. The cost of maintenance is likely to increase with the passage of time.
- 4.4.** Implicit in maintaining the status quo is the delay in realising any potential operational revenue savings or potential capital receipts for re-investment in modernising Education provision in the county.

5. FINANCIAL CONTROLLER STATEMENT

- 5.1.** As mentioned in part 4 there will be potentially significant costs arising from revisiting the original process. These costs need to be identified and contained within existing budgets where ever possible. The source of funding for the additional revenue costs needs to be identified.
- 5.2.** On going maintenance of existing run down properties is also referred to in part 4. This is likely to cause budget pressure in the near future.
- 5.3.** A further potential pressure could come from schools, particularly in the North of the County, which are experiencing capacity problems. Until the new school is opened in Prestatyn and for schools in the Rhyl area there is the potential for short term but costly solutions to be provided to overcome overcrowding.
- 5.4.** A further report on the potential worse case scenario for increased costs should be provided to a future meeting of the Cabinet.

6. CONSULTATION CARRIED OUT

- 6.1.** As indicated in Section 2 above and Annex A, consultation has taken place between Members (including Cabinet and LLSC) and Officers with Schools, Headteachers, Parents and Governors, some Town and Community Councils through One Voice Wales and informal Members' meetings with the Denbighshire Schools Forum.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1.** The Modernising Education Programme will impact upon, and be impacted by, the following policy developments:

- Development of the Denbighshire Visionary Exercise
- UDP 1996 – 2011 and the New LDP
- Development of the DCC Capital Programme
- WLGA review of Small Schools Policy
- IWA study of Small Schools in Wales
- Transport Policy Review – WAG/DCC
- Welsh Education Scheme – WLB/DCC
- Foundation Stage Changes - WAG
- Disability Discrimination Act - WAG/National
- Corporate & Directorate Asset Management Plans - DCC
- Admissions Policy - DCC
- Education Strategic Plan 2002 – 2005 - DCC
- School Organisation Plan 2003 – 2006 - DCC
- School Building Improvement Grants 2005 – 2010 – WAG
- Service Asset Management Plan
- Community Learning Resource 2003 - 2006 – ELWa

- 7.2.** The need to set the Modernising Education Programme within a council wide context and encompassing all areas of the Authority's business will require a corporate lead. This would provide an opportunity for future joined-up consideration of service developments to meet the needs of the children, young people and citizens of Denbighshire in the 21st century.

8. RECOMMENDATION

Members are recommended to:

- 8.1.** To note progress and developments since February 2005.
- 8.2.** To approve the development of a new approach called the Modernising Education Programme for Denbighshire which will include more detailed

indicative timescales for taking the matter forward

- 8.3.** To acknowledge the additional resource requirements for delivering the Programme and authorise the establishment of a core Programme Team at a cost of £90k per year for 3 years

Annex A: Progress and Developments since February 2005

A. Activities and Events since February 2005 – In County

1. In the light of wide ranging concerns about the report prepared for Cabinet in February 2005 [“the Feb05 Report”], the Leader, Cllr RW Hughes, proposed 4 specific actions to be undertaken:
 - i. To hold a number of Members’ seminars to give new Members of the Council in particular an opportunity to look at how we got to where we are today and to understand the outside influences to which the Council has to respond
 - ii. To arrange a meeting with all AMs, and MPs representing Denbighshire
 - iii. To undertake a series of personal, informal visits to all schools identified within the [Feb05] report
 - iv. To ask for Lifelong Learning Scrutiny Committee to re-look at this issue
2. Three Members’ seminars were held in Denbigh, Rhyl and Ruthin which were attended by 32 Members. The themes and views which emerged from the discussions are summarised below.
3. The General Election prevented a meeting with AMs and MPs. This has yet to be arranged but it is hoped that this will happen subsequent to the decisions being sought by Cabinet in this paper.
4. The Leader and the Lead Member for Lifelong Learning, Cllr D Owens, have visited most of the schools with one or two visits still to be concluded.
5. A verbal report was given to LLSC on 22nd March by the Project Manager. LLSC will continue to be involved in the development of a programme to modernise Education in Denbighshire.
6. Following a meeting of the schools named in the Feb05 Report in Clawdd Newydd on 14th March, a group calling itself ‘Denbighshire Schools Forum’ has been set up and has met informally with Members 3 or 4 times.
7. On 19th April Members and Officers met with One Voice Wales (1VW) in Ruthin. 1VW represents Town and Community Councils in Wales and represents 70% of those councils in Denbighshire. 1VW wishes to be involved in any future work involving schools in Denbighshire.
8. Headteachers have met with officers to consider how to move on.

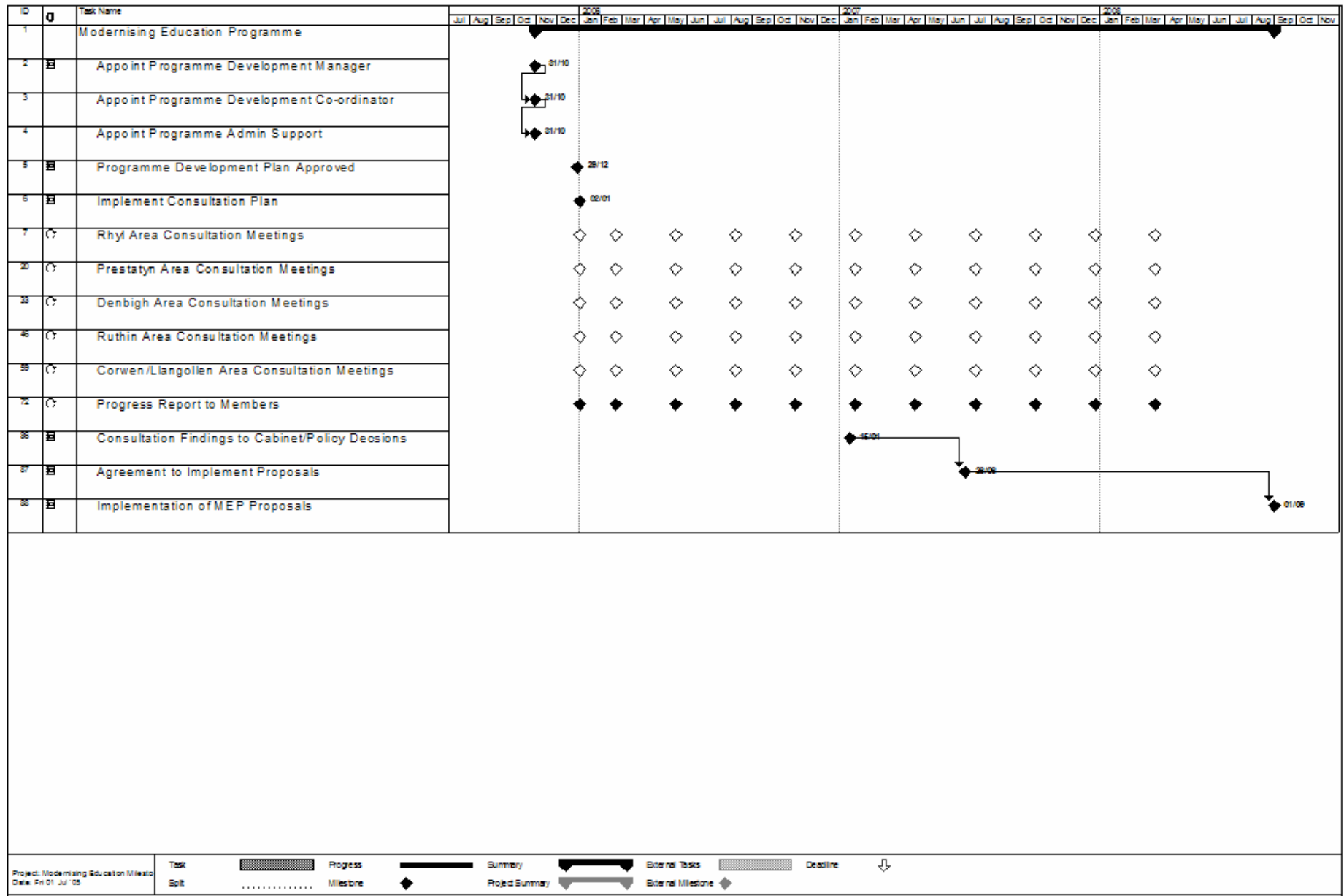
Activities and Events since February 2005 – National

9. Following the high-profile media coverage of events surrounding the proposals contained in the Feb05 Report, there have been a number of national developments including:
 - i. WLGA announced that they will be reviewing their Small Schools Policy. It is unlikely that there will be anything forthcoming before Autumn 2005.

Denbighshire has expressed an interest in participating in the policy review.

- ii. WAG reviewing and consulting on the Measurement of Capacity in Schools April – June 05. Consultation documents are still awaited.
 - iii. WAG to issue Guidelines regarding space requirements in Schools for the introduction of Foundation Phase for 3 – 7 year olds in Primary Schools.
 - iv. Institute of Welsh Affairs have announced their intention to undertake a Study of Small Schools in Wales. The Study will consider Policy Options and review how other rural areas in UK and elsewhere have dealt with the issue.
 - v. FUW and other organisations have resolved to combat closure of rural schools through an association for small schools in Wales.
10. It is clear that the outcomes of the above may significantly affect plans for future Education provision in Denbighshire.

Annex B: Indicative Milestone Plan for Modernising Education Programme - Consultation



REPORT TO CABINET

CABINET MEMBER : **Lead Member for Finance and Personnel**

DATE : **19 July 2005**

SUBJECT : **Final Revenue Accounts - 2004/5**

1. DECISION SOUGHT

1.1 To note the final revenue outturn position for 2004/5 for both service and corporate budgets.

1.2 That Members recommend to Council the treatment of reserves as detailed in the report.

2. REASON FOR SEEKING DECISION

2.1 Cabinet has received regular monitoring reports throughout the financial year on the performance of spend against budget. This report details the final position at financial year end.

2.2 The Council's constitution requires Council to approve the establishment and use of financial reserves.

2.3 The annual Statement of Accounts has been produced and will be presented for approval to County Council next week in preparation for the revised time scale set by the amended Accounts & Audit Regulations.

3. POWER TO MAKE DECISION

3.1 Local Authorities are required under section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs. The Local Government Act 1982 requires the publication of annual accounts.

4. COST IMPLICATIONS

4.1 The final Revenue Outturn figures are detailed in Appendix 1. The final position on service and corporate budgets was an underspend of £2.116m, of which £662k relates to Schools Delegated Budgets.

4.2 £500k related to underspends that were anticipated at budget setting time and were taken into account as part of the funding for the current year.

4.3 A further £438k of underspends is recommended for carrying forward for spending on services in 2005/6 as follows:

i) Personal Services - net underspending of £178k (£578k including carry forward assumed at budget setting) mainly on Supporting People schemes, to be used to offset anticipated SP funding reductions.

ii) Environment - net underspending of £68k, (£168k including carry forward assumed at budget setting).

iii) Resources - net underspending of £192k, mainly as a result of; ICT, increased SLA income and vacancy savings, Personnel, vacancy savings and Finance, savings on Benefits staffing costs.

4.4 The overall position has improved from that reported to the May meeting as follows;

	Position May 2005 £000	Final Position £000
1. Schools Delegated Budgets	-150	-662
2. Other Services		
Education non delegated	+361	+ 59
Culture & Leisure	+ 57	+ 23
Environment	-127	-168
Personal Services	-651	-578
Chief Executive/County Clerk	+ 67	+ 92
Resources	- 86	-192
3. Corporate budgets		
Corporate	+115	+127
Benefits	0	- 74
Capital finance/investment income Including final commutation adj.	-670	-896

The main areas of movement are as follows:

Schools delegated budgets, underspent by £662k, an increase of £512k over the figure previously reported. This was due to improved income generation and the impact of efficiency savings agreed for 2005/6.

Education non delegated budgets reduced overspend, £302k, mainly resulting from lower than anticipated pension costs, IT equipment purchases and reduced recoupment costs.

4.5 The yield from Council Tax payers was very close to the revised estimate, showing a small increase of £85k.

4.6 The County Council's agreed strategy on general balances is to build these up to £4.2m by 31.03.08. Unearmarked balances stand at £3.655m as at 31 March 2005. The level recommended by the Wales Audit Office is 5% of the net revenue budget i.e. about £7m including Schools Delegated budgets.

4.7 The final position for Schools Delegated Budgets was an underspend of £662k bringing the total of Schools balances as at 31 March 2005 to £1.558m.

4.8 A number of contributions to and from Reserves and Provisions have been allowed for within the accounts. These will require approval by full Council, the main elements are as follows;

	£000
78 i) Winter Maintenance - underspend transferred to reserve to allow for increased costs in any future hard winter, consistent with previous years	
ii) Major Events Reserve - annual budgeted contribution	61
iii) PFI scheme funding reserve - annual budgeted contribution	399
iv) Potential Health & Safety penalty resulting from incident	150
v) Commutation adjustment - the sum previously set aside to cover the cost of back dated adjustments to capital financing costs, has been Utilised, following agreement with external auditors of the sum needed	- 565

Other sums have been transferred from Reserves in line with the funding approach agreed by Council in February 2004, as part of the budget setting exercise for 2004/5.

5. FINANCIAL CONTROLLER STATEMENT

5.1 The addition of £478k to unearmarked balances will assist the budget process next year and in 2007/8 as the Council planned to increase the level of balances by £1m by 31 March 2008. It is however essential that good budgetary control continues to be applied to avoid the possibility of overspends in the current and future years, particularly in the light of the likely tight WAG settlements for the next few years.

5.2 The principle of maintaining a suitable level of unearmarked general balances is key to maintaining the improved financial position of the Council.

6. CONSULTATION CARRIED OUT

6.1 Lead Cabinet Members have consulted on an ongoing basis with Heads of Service to agree necessary remedial action required to deliver the outturn position.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

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

8. RECOMMENDATIONS

8.1 That Members note the final revenue outturn position for the year ended 31 March 2004.

8.2 That Members recommend to Council the establishment of reserves and carrying forward of earmarked balances as detailed in 4.3, 4.4 and 4.8 above.

DENBIGHSHIRE COUNTY COUNCIL

APPENDIX 1

Revenue Budget Outturn 2004/5

	2003/4 Budget	2003/4 Final	Variance	C/f agreed in budget	General U/Spends to be c/f	Under & overspends to balances
	£000	£000	£000	£000	£000	£000
Service budgets						
Lifelong Learning						
- Schools Devolved	42,452	41,790	-662	0	-662	0
- Other Education	11,534	11,587	53	0	0	53
- Culture & Leisure	6,349	6,378	29	0	0	29
Environment	22,043	21,875	-168	-100	-68	0
Personal Services	27,338	26,760	-578	-400	-178	0
Chief Executive	2,360	2,452	92	0	0	92
Resources	5,293	5,101	-192	0	-192	0
Total service budgets	117,369	115,943	-1,426	-500	-1,100	174
Corporate budgets						
Corporate & Misc	3,350	3,477	127	0	0	127
Benefits	20	-54	-74	0	0	-74
Capital finance/interest	11,019	10,688	-331	0	0	-331
Levies	4,737	4,740	3			3
Provisions/reserves contributions to	0	150	150	0	0	150
Provisions/reserves contributions from	0	-565	-565	0	0	-565
Total Service & Corporate	136,495	134,379	-2,116	-500	-1,100	-516
Cont to balances						
- unearmarked	0	481	481			481
- earmarked	0	938	938	500	438	
- schools	0	662	662		662	
TOTAL	136,495	136,460	-35	0	0	-35
FUNDING						
Revenue Support Grant	86,850	86,850	0			
Business rates	19,642	19,642	0			
Deprivation grant	157	157	0			
Service Reserves	1,069	949	-120			-120
Council Tax	28,777	28,862	85			85
TOTAL	136,495	136,460	-35			-35
General unearmarked balances						
Balance	b/f 01/04/04	3,174				
	contribution 2004/05	481				
	c/f 31/03/05	3,655				
Earmarked balances						
	Environment	168				
	Personal Services	578				
	Resources	192				
		938				
School balances						
	Balance b/f 01/04/04	896				
	contribution 2004/5	662				
	c/f 31/03/05	1,558				

REPORT TO CABINET

CABINET MEMBER: Councillor P J Marfleet, Lead Member for Finance

DATE: 19 July 2005

SUBJECT: Capital Plan 2004/2005

1 DECISION SOUGHT

1.1 That Members note the final outturn of capital expenditure in respect of 2004/05 and approve the relevant statutory determinations.

2 REASON FOR SEEKING DECISION

2.1 It is a requirement of the Local Government and Housing Act 1989 that members approve determinations in connection with the financing of capital expenditure for each financial year.

3 POWER TO MAKE THE DECISION

3.1 Part I of the Local Government Act 2003 determines the arrangements for capital financing from 2004/05 onwards.

3.2 Part 1V of the Local Government and Housing Act 1989 covers the determinations required.

4 COST IMPLICATIONS

4.1 Appendix 1 to this report details the funding sources of the capital expenditure incurred during the year. Appendix 2.1 summarises the spend over funding sources while appendix 2.2 to 2.8 detail the spend on schemes per Directorate.

4.2 The slippage from 2004/5 into 2005/6 represents the amount of spending that was originally anticipated to fall in 2004/05, but due to operational reasons will now fall in 2005/06. The amount of slippage on generally funded schemes was £5.679m. This is partly attributable to the reinstatement of block allocations taking place at a late stage in the financial year. The slow rate of drawdown of Community Project grants has also been a contributory factor.

4.3 The appendix also shows the position of schemes to be funded through Prudential Borrowing, Capital Receipts and Special Funding. The total position is that there has been slippage of over £14m on a programme originally estimated at nearly £33m.

- 4.5 Capital financing resources available to pay for slippage have been transferred from 2004/05 into 2005/06.
- 4.6 The final outturn position, including slippage and roll over will be included in the next 3 year Capital Plan report to County Council for 2005/6 to 2007/8 and will assist in ensuring that capital resources available for use in this period are fully utilised.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 Sufficient resources are in place to finance the actual capital spending for 2004/5 and to meet the estimated levels of slippage and rollover expected to arise in 2005/06.

6 CONSULTATION CARRIED OUT

- 6.1 Projects are prepared and subsequently monitored in consultation with service managers. The figures used in the reports are based upon latest estimates made available.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

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

8 RECOMMENDATION

- 8.1 That Cabinet notes the final figures in respect of the Capital Plan for 2004/5 as shown in appendices 1 & 2.
- 8.2 That Cabinet approve the statutory determinations as detailed in appendix 3.

FUNDING OF CAPITAL PROGRAMME 2004/5

		2004/5
		£000s
Capital Financing:		
1	General Funding:	
	USB: Unhypothcated Supporting Borrowing	5,720
	GCG: General Capital Grant	2,830
	DSO Reserves	
	Capital Contributions	203
	Usable Capital Receipts Brought Forward	
	Usable Capital Receipts Generated 2004/05	
		8,753
2	Prudential Borrowing	
	Prudential Borrowing	1,314
3	Earmarked Capital Receipts/Reserves	
	DSO Reserves	0
	Usable Capital Receipts	870
		870
4	Special Funding	
	Special Funding	9,376
	Total Finance	20,313
	Total Estimated Payments	20,313
	Surplus/ -Insufficient Resources	0

Denbighshire County Council - Capital Plan 2004/05 & Rollover

	2004/05		2005/06	
	Latest Estimate	Actuals to end March	Slippage	Rollover
	£000s	£000s	£000s	£000s
1 General Funding - USB & GCG:				
(a) Committed Rollover				
Environment Directorate (App 2.3)	2,129	1,534	2,003	1,030
Lifelong Learning Directorate (App 2.5)	863	871	594	88
Resources & Corporate (App2.9)	1,274	791	530	0
(b) Block Allocations Approved by Council				
Environment Directorate (App 2.2)	3,029	3,013	1,361	0
Lifelong Learning Directorate (App 2.4)	439	441	62	0
Personal Services Directorate (App 2.6)	80	81	0	0
Resources & Corporate (App 2.8)	486	69	417	0
(c) Schemes Approved by Council				
Environment Directorate (App 2.2)	545	358	187	0
Lifelong Learning Directorate (App 2.4)	657	634	413	230
Personal Services Directorate (App 2.6)	300	297	3	0
Resources & Corporate (App 2.8)	495	350	109	40
Total - General Funding	10,297	8,439	5,679	1,388
2 Prudential Borrowing:				
Environment Directorate (App2.2)	570	417	913	0
Lifelong Learning Directorate (App 2.4)	420	543	1,287	2,521
Personal Services Directorate App (2.6)	28	24	0	276
Resources & Corporate (App 2.8)	396	355	59	73
Total - Prudential Borrowing	1,414	1,339	2,259	2,870
3 Earmarked Capital Receipts/Reserves:				
Environment Directorate (App 2.2)	316	177	1,140	0
Lifelong Learning Directorate (App 2.4)	772	772	24	0
Total - Earmarked Capital Receipts/Reserves	1,088	949	1,164	0
4 Special Funding:				
Environment Directorate (App2.2 page 2)	8,079	6,881	3,004	0
Lifelong Learning Directorate (App 2.4 page 2)	3,065	2,612	2,016	2,898
Resources & Corporate (App 2.8)	377	93	311	0
Total - Special Funding	11,521	9,586	5,331	2,898
Total - All Categories	24,320	20,313	14,433	7,156

Denbighshire County Council - Capital Plan 2004/05 & Rollover

Environment Directorate

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
1	General Funding - USB & GCG:				
	Block Allocations				
	Transport & Infrastructure				
	Structural maintenance, bridges etc	750	854	166	0
	Planning & Public Protection				
	Housing Improvement Grants	1,765	1,737	163	0
	Environmental Services				
	Public Conveniences Refurbishment Programme.	54	55	100	0
	Playgrounds Improvement Programme	30	98	156	0
	Development Services				
	Business Development Grants	130	142	25	0
	Objective One - Match Funding	150	64	204	0
	Property - Block Allocation	50	44	190	0
	Feasibility Studies - Block Allocation	100	19	116	0
	Community projects			241	0
	Total - Block Allocations	3,029	3,013	1,361	0
	Schemes Approved by Council				
	Development Services	345	251	94	0
	Development Services	105	74	31	0
	Development Services	95	33	62	0
	Total	545	358	187	0
	Total - General Funded Schemes	3,574	3,371	1,548	0
2	Prudential Borrowing Schemes				
	Environmental Services	570	417	913	0
	Total - Prudential Borrowing Schemes	570	417	913	0
3	Earmarked Capital Receipts & Reserves:				
	Bodelwyddan		0	500	0
	Ruthin	50	40	460	0
	Agricultural Estates	156	114	93	0
	Foryd Harbour	90	3	87	0
	Playgrounds	20	20	0	0
	Total - Earmarked Capital Receipts & Reserves	316	177	1,140	0

Denbighshire County Council - Capital Plan 2004/05 & Rollover

Environment Directorate

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
4 Special Funding:					
Transportation & Infrastructure	Flood damage reinstatement - SWG	124	136	311	0
Transportation & Infrastructure	Flood prevention schemes - WAG Grant 85%	78	281	135	0
Transportation & Infrastructure	Transport Grant Schemes	729	851		0
Transportation & Infrastructure	Local Road Safety Grant	242	205	22	0
Transportation & Infrastructure	Vehicle Emmissions Reduction	212	154	57	0
Transportation & Infrastructure	Vehicle maintenance depot		0	0	0
Transportation & Infrastructure	WDA Scheme	3	3	0	0
Environmental Services	Public Conveniences	20	0	20	0
Environmental Services	Playground Improvements	70	45	25	0
Environmental Services	Prestatyn CCTV	74	74	0	0
Planning & Public Protection	Strategic Housing Schemes - Housing Grants	304	266	0	0
Planning & Public Protection	Strategic Housing Schemes - Renewal Areas	250	250	0	0
Planning & Public Protection	Renewal Areas	3,060	1,925	1,085	0
Development Services	Business Development Grants	126	125	0	0
Development Services	76-82 West Parade	8	2	6	0
Development Services	Community/Rural Key Funds	288	246	101	0
Development Services	Contribution to Agricultural Estates	2	2	0	0
Development Services	Nant Clwyd House	186	144	42	0
Development Services	Marine Lake	81	71	10	0
Development Services	Industrial Sites	1,618	1,679	778	0
Development Services	Rhyl Going Forward	85	51	33	0
Development Services	Denbigh THI	200	264	36	0
Development Services	Rhyl THI	313	16	297	0
Development Services	Denbigh THI - phase 2		0	0	0
Development Services	Park Road Depot - Demolition	6	2	4	0
Development Services	Contributions Housing Improvement grants		72	0	0
Development Services	Group repairs grants repaid		8	42	0
Development Services	Cap Exp funded from Revenue Marine Lake		9	0	0
Development Services	Cap Exp funded from Revenue safety glass		0	0	0
	Total - Special Funding	8,079	6,881	3,004	0

Denbighshire County Council - Capital Plan 2004/05 & RolloverEnvironment Directorate - Rollover Schemes

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
1	General Funding - USB & GCG:				
	Transport & Infrastructure				
	Flood Damage Reinstatement	125	56	248	
	Flood Prevention Schemes	287	71	816	
	Sea Defence Works	65	52	49	
	Vehicle Emissions Reduction	70	52	18	
	Planning & Public Protection				
	Planning Software	13	1	12	
	Development Services				
	Denbigh THI Phase 1	73	15	86	20
	Rhyl THI	14	0	14	10
	Denbigh THI phase 11		37		
	Marine Lake	29	23	7	
	Health & Safety				
	DDA Works	935	910	66	1,000
	Safety Glass	50	53	87	
	Asbestos Survey & Removal Programme	99	109	334	
	Prestatyn CCTV	10	0	10	
	Office Accommodation	343	140	203	
	Corporate Property Database	1		1	
	Support Services				
	Essential I.T. Systems	15	15	52	
	Total - Rollover	2,129	1,534	2,003	1,030

Denbighshire County Council - Capital Plan 2004/05 & Rollover

Lifelong Learning Directorate

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
1 General Funding - USB & GCG:					
(a) Block Allocations					
Schools	Furniture Block Allocation	50	53		
Schools	School Buildings Improvement	389	388	62	
Sub-Total - Block Allocations		439	441	62	0
(b) Schemes Approved by Council					
Rhyl Youth Club	Provision of New Youth Club	20	13	207	
Prestatyn Youth Club		32	28	22	
St. Asaph Youth Club	Relocation	5	14	11	50
Leisure Centres	Best Value Improvement Programme	112	97	83	180
Meliden MUGA		21	29	43	
Prestatyn New Primary	Land Purchase				
Special Schools	Ysgol Tir Morfa Relocation - Phase 1 excess over capital receipt	467	453	47	
Sub-Total - Schemes Approved by Council		657	634	413	230
Total - General Funded Schemes		1,096	1,075	475	230
2 Prudential Borrowing Schemes					
Leisure	Leisure Centre improvements	150	13	287	
Leisure	Llangollen Sports Centre Equipment	50	50		
Leisure	Prestatyn Sports Centre Equipment		40		
Culture	Scala Complex Prestatyn				
Schools	IT Equipment		176		
Special Schools	Ysgol Plas Brondyffryn - Residential Accom	220	264		2,521
Special Schools	Ysgol Tir Morfa Phase 2				
Schools	School Buildings Improvement Works			1,000	
Total - Prudential Borrowing Schemes		420	543	1,287	2,521
3 Funding from Earmarked Capital Receipts					
Special Schools	Ysgol Tir Morfa Relocation - Phase 1	772	772		
Schools	Cyflylliog CP			12	
Schools	Rhewl CP			12	
Total - Capital Receipts Projects		772	772	24	0

Denbighshire County Council - Capital Plan 2004/05 & Rollover

Lifelong Learning Directorate

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
4 Special Funded Schemes					
Integrated Centres	Ysgol Bodnant - Prestatyn	50	41	140	
Integrated Centres	Christchurch, Rhyl	194	196	21	
Integrated Centres	Christchurch, Rhyl: Completion Works	70	79	34	
Integrated Centres	Christchurch, Rhyl: Outdoor Play Area	67		67	
Integrated Centres	Christchurch Rhyl : Phase 2				
Schools	School Buildings Improvement Grant Schemes	820	785	574	
Schools	School Buildings Improvement Grant Schemes				
Schools	S B I Grant-£9m allocation				
Schools	Early Years Capital Grant	107	86	20	
Schools	Early Years Capital Grant: Additional Allocation	80	33	47	
Schools	Ysgol Tir Morfa	188	188		
Schools	Plas Brondyffryn - Key Stage 1 & 2		33		658
Schools	Plas Brondyffryn - Key Stage 3 & 4	131	-7	149	
Schools	PE & Sport Schmes - The Big Lottery Fund/St Asaph Town Council	43	102	173	830
Schools	Community Learning Projects - ELWA	69	29		1,358
Schools	Prestatyn: New Primary School - Site location study	10	10		
Schools	St Asaph Arts Centre	272	274	64	
Culture & Leisure	Rhyl Leisure Centre - Community Access Project	360	248	551	
Culture & Leisure	Heather & Hillforts Development Study	48	39	14	
Culture & Leisure	Castell Dinas Bran - Match Funding	11	12	2	17
Culture & Leisure	Greenseas Beach Infrastructure	11	4	18	
Culture & Leisure	Plas Newydd Garden Restoration	180	163	61	
Culture & Leisure	Ruthin Gaol Archive & Visitor Attraction	66	40	26	
Culture & Leisure	Meliden MUGA	14	18	29	
Culture & Leisure	Countryside Grants	35	9	26	35
Culture & Leisure	Rhyl Pavilion Theatre - Refurb	39	39		
Culture & Leisure	Scala Cinema - Development Fees	200	191		
	Total - Special Funding	3,065	2,612	2,016	2,898

Denbighshire County Council - Capital Plan 2004/05 & Rollover**Lifelong Learning Directorate - Rollover**

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
1 General Funding - USB & GCG:					
Education					
Schools	Furniture Block Allocation	11	11		
Schools	School Buildings Improvement	387	441	98	
Schools	DDA Works	20	14	6	
	Sub-Total - Education	418	466	104	0
Culture & Leisure					
Llangollen Old Chapel				16	
Plas Newydd	Garden Restoration	85	82	16	
Rhyl Leisure Centre	Community Access Project	270	257	417	
Castell Dinas Bran	Reconsolidation	11	13	1	18
Hiraethog Development		24	24		35
Countryside Grants		35	9	26	35
Ruthin Gaol	Archive & Visitor Attraction	20	20	14	
	Sub-Total - Culture & Leisure	445	405	490	88
	Total - Lifelong Learning	863	871	594	88

Appendix 2.6

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Personal Services Directorate

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
1	General Funding - USB & GCG:				
	(a) Block Allocations				
	Adaptations to homes of disabled	80	81	0	0
	Sub-Total - Block Allocations	80	81	0	0
	(b) Schemes Approved by Council				
	Residential Homes				
	Health & Safety Works to meet Care Standards				
	Inspectorate Requirements	300	297	3	0
	Business Support				
	Replacement of Care.Com Information System				
	Sub-Total - Schemes Recommended by Cabinet	300	297	3	0
	Total - General Funded Schemes	380	378	3	0
2	Prudential Borrowing Schemes				
	Residential Homes				
	Residential Homes - Design Fees relating to Potential Refurbishment	28	24	0	276
	Total - Prudential Borrowing Schemes	28	24	0	276

Denbighshire County Council - Capital Plan 2004/05 & Rollover

Resources & Corporate

			2004/05		2005/06	
			Latest Estimate	Actuals to end March	Slippage	Rollover
			£000s	£000s	£000s	£000s
1	General Funding - USB & GCG:					
	(a) Block Allocations					
	Community Projects	2004/5 Block Allocation	120	69	51	
		2004/5 Reinstated Allocation	241		241	
	Match Funding		100		100	
	Contingency		25		25	
		Sub total - Block Allocations	486	69	417	0
	(b) Schemes Approved by Council					
	ICT	Contact Centre /CRM	73	26	11	40
	ICT	Disaster Recevery Equipment	32	0	32	
	ICT	Emergency Generator	40		40	
	Finance	e-Payments system	50	24	26	
	Ruthin PFI Offices		300	300		
		Sub total	495	350	109	40
		Total General Funded schemes	981	419	526	40
2	Prudential Borrowing Schemes					
	Centralised Infrastructure Upgrades		396	355	59	73
	Rhyl College	Acquisition of site				
		Total Prudential Borrowing schemes	396	355	59	73
4	Special Funding:					
	e-Government		93	93	27	
	Community Projects - Block Allocation		284	0	284	
		Total Special Funding	377	93	311	0

Denbighshire County Council - Capital Plan 2004/05 & Rollover**Resources & Corporate - Rollover**

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
1 General Funding - USB & GCG:					
County Clerk's Department					
Mobile Translation Equipment		3	3		
Members Laptops		39	39		
Resources Directorate					
St. Asaph Library Cash Office		19	18	1	
Russell House - Interview Cubicles		5	5		
Essential I.T. Systems:					
HR/Payroll System		150	70	88	
Revenues Server		50		50	
Corporate					
Community Projects	2002/03 Block Allocation	510	253	257	
Match Funding		78		78	
PFI Offices		420	403	56	
	Total Rollover	1,274	791	530	0

Denbighshire County Council

**Determinations to be made under
Part IV of the Local Government & Housing Act 1989.**

The following matters are required formally to be determined in respect of 2003/04:

- 1) Under s.42 (2) (g), a determination is required if expenditure for capital purposes which is to be reimbursed, or met out of money provided, by any other person is to be capitalised.

The amount of capital expenditure financed by grants and contributions totalled £12,973,335.

- 2) Under s. 56 (1), a determination is required if a credit approval is to be used:
 - a) as authorisation to capitalise expenditure
 - b) as authorisation to enter into or vary a credit arrangement.

Expenditure capitalised under credit approvals amounted to £7,562,807

No credit arrangements were entered into or varied during the year.

- 3) Under s. 56 (2), a determination is required if a credit approval is in whole or in part to transferred to another authority.

No credit approvals were transferred during the year.

- 4) Under s. 60 (2), a determination is required if usable capital receipts are applied:
 - a) to meet expenditure incurred for capital purposes, or
 - b) as (voluntary) provision for credit liabilities.

Capital receipts of £1,074,920 were applied to finance capital expenditure in the year.

- 5) Under s. 63 (1), a determination is required for the amount (being not less than the required minimum revenue provision for the year) to be set aside from revenue as provision for credit liabilities.

The minimum revenue provision consists of two elements:

	£
Housing Revenue Account	263,129
Council Fund	4,151,325

Glossary:

Capital Expenditure – Money spent on the creation or enhancement of assets (e.g. land, roads, buildings).

Capital Grants & Contributions – Money obtained by the Council from other organisations to meet the cost of capital expenditure.

Credit Approvals – Authorisations received from central government stating the amount of capital expenditure that can be financed by borrowing.

Credit Arrangements – Long-term property leases and certain other types of long-term contracts.

Capital Receipts – Money obtained from the sale of Council assets.

Minimum Revenue Provision – Money set aside from the Revenue Account each year to repay long-term borrowing.

REPORT TO CABINET

CABINET MEMBER: Lead Member for Finance & Human Resources

DATE: 19 July 2005

SUBJECT: Revenue Budget 2005/2006

1 DECISION SOUGHT

That Members note the budget performance figures for the current financial year as detailed in the attached appendices and consider remedial actions necessary to bring Directorate's projected spending in line with available budgets.

2 REASON FOR SEEKING DECISION

The need to deliver the Council's agreed budget strategy for the current financial year and avoid reducing already inadequate reserves.

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

This report details the latest projections of Service budget year end positions. The projections undertaken are as at the end of June 2005 and are largely a worse case scenario. The main focus at this stage is still on identifying service pressures. Work is continuing in earnest to identify potential savings in both pressure budgets and elsewhere in Directorate's overall budgets to bring total spend in line with budgets available.

The appendix details potential overspendings totalling £752k (£483k last report). It is anticipated that bearing in mind the final outturn position for services in 2004/5, as reported elsewhere on the agenda, that services should be able to improve on this projected position during the remainder of the financial year.

In addition members received a report at the last Cabinet meeting detailing pressures in connection with Health & Safety issues. The report suggested a potential additional revenue spending need on Legionellosis prevention and Fire Risk surveys of £335k in the current financial year. Once a clear picture of the likely spend in year is available a sum will be included in a future monthly report.

The original intention was to contain this spend within the overall Environment Directorate budget. To the extent that this will not be possible the only potential additional funding available at this time would be a contribution from the Council's unearmarked balances. These are of course recognised as being inadequate and future budget setting plans allow for a contribution to balances. Reducing balances at this stage delays the eventual release of funds to develop the Council's agreed priority services.

Other potential but thus far unquantifiable pressures are the impact of the Single Status Pay Review and the appeals against the recent Council Tax revaluations, both of which may exceed the assumptions within the budget.

To assess the situation fully a series of meetings have taken place between Lead Members and Directorate & Finance staff to review the current budget position and consider the potential for further efficiency savings. This exercise is effectively the start of the budget setting process for the next financial year and the review of the Council's agreed 3 year budget strategy.

5 FINANCIAL CONTROLLER STATEMENT

Work needs to continue to take place to review service budgets and identify savings that will enable total Directorate spending to be contained within budget. It is unlikely that significant savings will be achieved in the current year on corporate budgets and so will not therefore be available to offset service budget overspends as in previous years. The potential therefore exists for all net overspends to be carried forward at year end as a first charge against the 2006/7 budgets for services.

The detailed analysis of variance from budget clearly demonstrates the need for Directorates to review the breakdown of budget over services and vire sums from underspend areas to areas of pressure.

6 CONSULTATION CARRIED OUT

Lead Cabinet members need to continue to consult with Heads of Service to agree necessary remedial action to prevent overspends in 2005/06.

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

1. That Members note the figures in the appendices and

2. That Members consider remedial actions necessary to bring service projected spend in line with budgets.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06
POSITION AS AT END JUNE 2005**

Directorate	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Lifelong Learning (excluding schools delegated)	28,549	-10,218	18,331	28,847	-10,211	18,636	298	7	305	249
Environment	30,261	10,061	20,200	30,290	10,090	20,200	29	-29	0	0
Personal Services	47,383	-15,817	31,566	48,648	-16,751	31,897	1,265	-934	331	178
County Clerk (inc Land Charges)	2,334	-882	1,452	2,463	-895	1,568	129	-13	116	56
Resources	7,750	-2,355	5,395	7,750	-2,355	5,395	0	0	0	0
Corporate, Miscellaneous & Benefits	26,834	-22,034	4,800	26,812	-22,012	4,800	-22	22	0	0
Total All Services	143,111	-41,245	81,744	144,810	-42,134	82,496	1,699	-947	752	483
Capital Financing Charges/Investment Income			10,891			10,891			0	0
Precepts & Levies			3,975			3,975			0	0
			96,610			97,362			752	483

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 REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06
LIFELONG LEARNING
POSITION AS AT END JUNE 2005

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Individual School Budgets	50,263	-4,596	45,667	50,263	-4,596	45,667	0	0	0	0
School Funds Held Centrally	15,565	-4,416	11,149	15,757	-4,416	11,341	192	0	192	192
Non school Funding	1,337	-864	473	1,381	-864	517	44	0	44	44
Leisure Services	6,926	-3,878	3,048	6,965	-3,871	3,094	39	7	46	10
Culture	2,981	-344	2,637	3,004	-344	2,660	23	0	23	3
Countryside	1,128	-675	453	1,128	-675	453	0	0	0	0
Youth	612	-41	571	612	-41	571	0	0	0	0
	28,549	-10,218	18,331	28,847	-10,211	18,636	298	7	305	249
Total Lifelong Learning	78,812	-14,814	63,998	79,110	-14,807	64,303	298	7	305	249

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06
LIFELONG LEARNING
POSITION AS AT END JUNE 2005**

<u>Comments</u>	Current Month	Previous Month
	£000s	£000s
EDUCATION		
Individual School Budgets: Individual expenditure on the schools delegated budgets cannot be forecast with any certainty until the latter half of the financial year as the expenditure, although monitored centrally, is under the control of each individual school governing body.	0	0
School Funds Held Centrally:		
School Transport An initial projection based on April contract prices with an estimated inflationary increase from Sept, indicates that the cost of school transport will exceed the budget provision for the year	192	192
SEN The budget for Behavioural Support Workers in schools was delegated to all schools from April 2005. The budget for Pupil Support Workers has so far only been delegated to Secondary and Special schools. It is planned to delegate the remaining budgets to Primary schools in September 2005. An exercise identifying the costs of Pupil Support workers in Primary schools and therefore any potential shortfall, along with any potential offsetting savings is currently underway.		
Non School Funding		
College Transport Initial projection using the same criteria as for schools transport.	44	44
TOTAL EDUCATION	236	236
CULTURE & LEISURE		
Leisure		
Vandalism / other premises costs to maintain Frith Beach	0	10
Energy Costs increase above budget inflation allocation	24	0
Income shortfall due to extended closure	7	0
Pavilion Theatre staffing	10	0
Reduction in equipment & telephone call costs budgets	5	0
Culture		
Increase in Libraries' NNDR	20	0
Reduction in Library Services furniture budgets	3	3
TOTAL CULTURE & LEISURE	69	13
TOTAL LIFELONG LEARNING		
Total	305	249

EDUCATION EFFICIENCY SAVINGS PROGRESS REPORT

SERVICE	TARGET SAVINGS 2005/06 £	PROGRESS		
SCHOOLS DELEGATED BUDGET	353,000	To be achieved by individual Primary School Governing Bodies		
FREE SCHOOL MEALS REDUCTION	50,000	Achieved subject to no significant volume changes during year i.e. will be dependant upon meal numbers not rising.		
REDUCED MEALS SUBSIDY	38,500	Achieved, subject to no significant volume changes		
SCHOOLS INSURANCE EXCESS	31,500	To be achieved, in terms of reduced claims requirement, won't know till end of year		
MANAGEMENT & SECRETARIAT	5,120	Achieved		
ADMINISTRATION	4,000	Achieved		
TIM DATA	2,620	To be achieved		
EQUIPMENT, MAINTENANCE	220	To be achieved		
ASSET MANAGEMENT	540	To be achieved		
FINANCIAL SERVICES	3,670	Achieved		
CLIENT SERVICES	7,000	Achieved		
ADVISORY	11,700	Achieved		
BUSINESS & PERFORMANCE	740	To be achieved		
MUSIC SERVICES	650	Achieved		
G.E.S.T.	3,000	Achieved		
WELSH LANGUAGE GRANTS	530	Achieved		
PRIM. ED. - NON DELEGATED	28,780	Achieved		
SECONDARY - NON DELEGATED	28,240	Achieved		
SPECIAL SCHOOLS - NON DELEG.	9,040	Achieved		
STATEMENTING	7,500	Achieved		
SENSORY SUPPORT	3,600	To be achieved	Summary	353,000 To be achieved by schools
LEARNING DEVELOPMENT TEAM	600	To be achieved		
PRE-SCHOOL EDUCATION	200	To be achieved		198,730 Achieved
SUPPORT FOR STUDENTS	1,250	To be achieved		41,270 To be achieved
RESIDUAL PENSIONS	1,000	Achieved		<u>593,000</u>
	<u>240,000</u>			
	<u>593,000</u>			

CULTURE & LEISURE EFFICIENCY SAVINGS PROGRESS REPORT

Proposed Efficiency Saving	Target	Progress		
Reduce grant paid to Clwyd Leisure Limits	22,922	Achievable		
Reduce grant paid to Bodelwyddan Castle	2,881	Achievable		
Reduce grant paid to ECTARC	743	Achieved		
Reduce grant paid to L.I.M.E.	265	Achieved		
Reduce grant paid to NWIMF	9	Achievable		
Reduce grant paid to NEWD	53	Achieved		
Withdrawal of Library Service Contributor	2,800	Achieved		
Termination of Galaxy lease	5,000	Achieved		
Reduction of Library Service surveys support	378	Achievable	Summary	
Reduction in Records Management waste	750	Achievable		
Cut Pavilion Theatre Secretary post by 50	9,534	Not achievable		8,861 Achieved
Reduction of furniture/equipment purchases	6,800	Achievable		64,605 Achievable
Increase fees & charges	37,865	Unlikely		<u>73,466</u>
Total	90,000			<u>16,534</u> Shortfall

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Development Services - (Note 2)	8,227	4,822	3,405	8,282	4,877	3,405	55	-55	0	0
Transport & Infrastructure	8,164	3,074	5,090	8,164	3,074	5,090	0	0	0	0
Planning & Public Protection - (Note 3)	3,870	1,631	2,239	3,844	1,605	2,239	-26	26	0	0
Director & Support	1,072	29	1,043	1,072	29	1,043	0	0	0	0
Environmental Services	8,928	505	8,423	8,928	505	8,423	0	0	0	0
Total Environment	30,261	10,061	20,200	30,290	10,090	20,200	29	-29	0	0

Notes:

1. The above budgets and projections do not include any recently transferred services e.g. Land Charges, Emergency Planning and Crime & Disorder as the present codes are not yet in the Environment Directorate's ledger coding hierarchy.

2. Increased costs & income associated with CDM & Asbestos management.

3. Anticipated reduction in DEFRA income but countered by reduced allowable costs.

4. Progress with Efficiency Savings put forward as part of the Budget Setting exercise

Details	£'000s	Progress
(i) Projected Directorate Underspend 2004/05	100	Achieved
(ii) Income generation - Decriminalisation	50	On target
(iii) Income generation - Car Parking	100	On target
(iv) Development/Building Control - smarter working	30	On target
(v) Savings from Recruitment/Agency Process	30	On target
(vi) Income generation target - Other Fees & Charges	20	To be achieved
(vii) Trading Activity Surplus	50	On target
TOTAL	380	

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06
PERSONAL SERVICES
POSITION AS AT END JUNE 2005

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Children Services	8,690	-1,540	7,150	9,336	-1,526	7,810	646	14	660	426
Adult Services	31,732	-9,176	22,556	32,129	-9,273	22,856	397	-97	300	274
Business Support & Development	1,378	0	1,378	1,709	-273	1,436	331	-273	58	79
Supporting People Grant	4,224	-3,989	235	4,115	-3,989	126	-109	0	-109	0
Underspend Brought Forward 2004/5 *	0	0	0	0	-540	-540	0	-540	-540	-555
	46,024	-14,705	31,319	47,289	-15,601	31,688	1,265	-896	369	224
Non HRA Housing	1,359	-1,112	247	1,359	-1,112	247	0	0	0	0
Underspend Brought Forward 2004/5 *	0	0	0	0	-38	-38	0	-38	-38	-46
Total Personal Services	47,383	-15,817	31,566	48,648	-16,751	31,897	1,265	-934	331	178

* Subject to Council approval

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06
PERSONAL SERVICES
POSITION AS AT END JUNE 2005

<u>Comments</u>	Current Month	Previous report
	£000s	£000s
PERSONAL SERVICES		
CHILDREN'S SERVICES		
Indications are that the outturn for specialist placements will be in the region of a £977k overspend. The 05/06 specialist placement costings are based upon the current figure of 36 specialist placements, both residential and fostering. Current trends show that this will partly be offset by a predicted underspend in the Fostering service.		
	660	426
ADULT SERVICES		
Learning Disabilities		
The Learning Disabilities budget has been fully reviewed. The most significant pressure is Family Support which is facing an overspend of £206k. Another pressure is the Work Opportunities projecting an overspend of £43k. This is due to continuing demand on the service and savings in respect of procurement. Finally, the current outturn does not include provision for potential further pressure of £69k that will be apparent if a number of young children come into the service (from Children's Services).	326	268
Mental Illness		
The main pressure is residential and nursing care (£119k). However, it should be noted that several clients are joint funded by Health. External consultants have completed reviews of several clients with a potential outcome of more joint funding, reducing the cost to the council.	148	139
Older People		
The main pressure area is still Provider Unit Elderly Residential Homes.	55	41
PDSI		
The main overspend is in Community Care North of £115k which is partly offset by a £55k underspend in the South. This remains unchanged pending details of contracts outstanding. Direct payment spend has significantly increased. Other pressures are Disability Stores £11k, and Project Work £9k. Occupational Therapy is assumed to be on budget because any slippage on staff costs is required to fund equipment.	144	131
Performance Management & Commissioning		
This underspend is partly due to staff slippage within the administration budgets and also £21k underspend on a direct payments support contract.	-64	-48
Other Adult Services		
The net underspend reported is budget that is as yet unallocated but will be reallocated within the service to meet pressures during the course of the year.	-298	-257
Cefndy Enterprises		
Increased sales forecast for the year	-11	0
TOTAL ADULT SERVICES	300	274
Business Support & Development		
The projected overspend is caused mainly by directorate costs - primarily telephone and ICT charges. The budget currently under review.	58	79
	58	79
Supporting People		
SPG in year savings due to remodelling of projects and new projects not yet actioned.	-87	
Match funding utilised for Keyring. Currently no other project requires match funding.	-22	
	-109	0
2004/05 Underspend brought forward	-540	-555
Total Personal Services	369	224

Personal Services Efficiency Savings 2005/06 - Progress Report

Children Services	Target	Details	Status	Comments
Transport	£15,000	Delegation of transport budgets to Team Managers with strict ceiling on spend.	Achievable	Scheme of delegation of budgets to Team Managers being introduced including restricted budget for Transport
Staff	£15,000	Slippage and savings on posts	Achievable	
Contract savings	£8,000	Work on reducing costs of external placements	Unlikely	Savings unlikely to happen in 2005/06
Adult Services				
Charging Policy	£100,000	Primarily full year impact of charging policy to People with Learning Disabilities	Still Hopeful	Based on 1 month £80k -£100k extra may be achievable, but some are challenging the charges. Waiver Panel Meeting 13/06/05. Also subject to unpaid invoices/bad debts
Contract Reviews - invest to save	£30,000	Impact of Care Brokers, Contracts Officers reducing high costs of some placements	Achievable	Care Broker now in post. Introduction of fixed rates to Domiciliary Providers planned
Fee increases reduced by .5%	£80,000	Not increasing fees by 1% over inflation. Likely to cause problems in an unstable market.	Still Achievable	-Budgets have been cut. All neighbouring authorities with reservations now pay rates higher than Denbighshire.
Work Opps Income	£10,000	Promoting businesses/dividing Llewelyn Room at Henllan	Uncertain	Partly depends on future County plans for Henllan
Cancer Recharge	£5,000	Contribution from neighbouring Authorities	Achievable	LHB re free nursing care admin.
Staff	£39,000	Reduction in posts	Achievable	Straight budget cut.
Business Support & Development				
House Keeping	£10,000	Working with Procurement to improve efficiencies of purchases and reduce waste.	Achievable	Cash limited stationery budgets being established.
Staff	£5,000		Achievable	Slippage on appointments to posts/staff not at top of scale
Housing				
Piper Lifeline charges	£10,000	Increase in charges	Achieved	Increases applied to 2005/06 charges
Accommodation Support Officer	£75,000	Savings generated by Support Officer in temporary costs of homelessness.	Achievable	If demand on accommodation remains as at present
Totals	£402,000			

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06
CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS
POSITION AS AT END JUNE 2005

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Land Charges	177	(317)	(140)	165	(217)	(52)	(12)	100	88	88
County Clerks	2,004	(565)	1,439	2,133	(665)	1,468	129	(100)	29	0
County Voice	153	0	153	165	(13)	152	12	(13)	(1)	-1
Total	2,334	(882)	1,452	2,463	(895)	1,568	129	(13)	116	87
Resources Directorate										
Finance/Policy Unit	4,106	(1,777)	2,329	4,106	(1,777)	2,329	0	0	0	0
Audit	415	(60)	355	415	(60)	355	0	0	0	0
I.T	2,141	(349)	1,792	2,141	(349)	1,792	0	0	0	0
Personnel	1,088	(169)	919	1,088	(169)	919	0	0	0	0
Total	7,750	(2,355)	5,395	7,750	(2,355)	5,395	0	0	0	0
Corporate and Miscellaneous	5,544	(764)	4,780	5,522	(742)	4,780	(22)	22	0	0
Benefits	21,290	(21,270)	20	21,290	(21,270)	20	0	0	0	0
Total Resources, County Clerks & Corporate	36,918	(25,271)	11,647	37,025	(25,262)	11,763	107	9	116	87

Notes

Shortfall of income on Land Charges service £100k (currently operated by Environment Directorate).

REPORT TO CABINET

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

DATE: 19 July 2005

SUBJECT: Housing Revenue Account Budget 2005/06

1 DECISION SOUGHT

To note the latest financial forecast position (revenue and capital) of the Housing Revenue Account (H.R.A.) for the current financial year.

2 REASON FOR SEEKING DECISION

The need to deliver the Council's agreed budget strategies for the current financial year.

3 POWER TO MAKE THE DECISION

Housing Act 1985, Part II.

4 COST IMPLICATIONS

The projections undertaken at the end of June 2005 show a potential net under-spend at year end of £24k (Appendix 1) against the revised budget.

Last month's report incorporated numerous changes to the original budget, including the transfer of Homelessness to the Council Fund, a review of support service recharges and the inclusion of direct funding of capital expenditure from the revenue account (C.E.R.A.). Rather than repeat all of the changes that were made within each month's report, last month's forecast out-turn has been shown as the Revised Budget, against which future forecast out-turns will be compared.

RTB sales are slower than forecast and, therefore, rental income is expected to be £22k (1/4%) higher than revised estimate.

Progress on HRA capital schemes is included as Appendix 2. In year expenditure has to date been incurred only on 2004/05 schemes. However, all major contracts have been tendered and work is about to commence. The latest estimates reported in Appendix 2 are expected to be achieved. It should be noted that the major improvement schemes formerly listed as 'Groups A, B, C and H' have been combined for reporting purposes as one contractor is completing all of the works.

5 FINANCIAL CONTROLLER STATEMENT

The improvement if the overall budgetary position is welcomed, but it will be necessary to remain vigilant in the management of budgets to ensure that the anticipated surplus is delivered at the end of the financial year.

6 CONSULTATION CARRIED OUT

Lead Cabinet members will be required to consult with Heads of Service to monitor the H.R.A. in 2005/06.

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

To note the latest financial forecast position of the Housing Revenue Account (H.R.A.) for the current financial year.

Housing Revenue Account ~ 2005/06

<u>2004/05</u>	<u>2005/06</u>			
Actual	Revised	Forecast	Variance	
£	Budget	Out-turn	to Budget	
£	£	£	£	
<u>EXPENDITURE</u>				
1,092,024	Supervision & Management - General	1,142,595	1,142,595	0
205,881	Supervision & Management - Special	213,009	213,009	0
131,271	Welfare Services	127,445	127,445	0
384,881	Rents	437,328	437,328	0
2,174,227	Repairs and Maintenance	2,662,610	2,662,610	0
3,988,284	Total - Management and Maintenance	4,582,987	4,582,987	0
57,489	Rent Rebates	28,745	28,745	0
1,076,385	Debt Charges	902,596	902,596	0
0	C.E.R.A.	326,216	326,216	0
2,584,435	Subsidy	2,681,622	2,681,622	0
-169,217	Provision for Bad Debts	50,000	50,000	0
7,537,376	Total Expenditure	8,572,166	8,572,166	0
<u>INCOME</u>				
8,319,302	Rents (net of voids)	8,378,032	8,399,670	21,638
88,733	Garages	91,088	93,370	2,282
120,921	Interest	141,547	141,547	0
8,528,957	Total Income	8,610,667	8,634,587	23,920
Surplus / Deficit (-) for the Year:				
665,364	General Balances	364,717	388,637	23,920
326,216	Earmarked Balances	-326,216	-326,216	0
662,070	Balance as at start of year ~ General	1,327,434	1,327,434	0
0	Balance as at start of year ~ Earmarked	326,216	326,216	0
1,327,434	Balance as at end of year ~ General	1,692,151	1,716,071	23,920
326,216	Balance as at end of year ~ Earmarked	0	0	0

Appendix 2

HRA Capital Update 2005/06	Approved Schemes	Actual at 30/06/2005	Forecast Outturn
Description	£	£	£
Housing Repair Work Pre 2005/06	572,000	532,215	572,000
Environmental Improvement Works	347,000	65,893	347,000
*2005/06 Major Improvements – All Groups	3,613,000	0	3,613,000
DFG - Council Properties	100,000	46,184	100,000
Windows Replacement	2,976,000	0	2,976,000
Central Heating Contract	980,000	0	980,000
Totals	8,588,000	644,292	8,588,000

Funding :

MRA	2,400,000
Usable Capital Receipts - 2005/06	2,431,000
Prudential Borrowing	3,431,000
Financed from Revenue	326,000
	8,588,000

REPORT TO CABINET

CABINET MEMBER: Council P J Marfleet, Lead Member for Finance and Personnel

DATE: 19 July 2005

SUBJECT: Local Authority Business Growth Incentive Scheme (LABGI)

1. DECISION SOUGHT

1.1 To approve recommendations relating to the use of the remaining Local Authority Business Growth Incentive Scheme resources provided by the Welsh Assembly Government.

2. REASON FOR SEEKING DECISION

2.1 The Local Authority Business Growth Incentive Scheme (LABGI Scheme) allows local authorities to retain a share of the revenues created by increasing business growth. More businesses in Denbighshire will therefore mean additional money from business rates, a percentage of which the authority will be able to keep and spend as it chooses. Currently all business raised income is transferred to WAG.

2.2 In determining how much money should be provided to individual authorities through this scheme, WAG have grouped authorities according to historic rates of growth and set floors and ceilings to restrict amounts.

2.3 The scheme became operational on 1st April 2005. Each authority has been provided with a base line which provides a basis for assessing growth based on its historical growth rate. Denbighshire has been given a base line of two (one is the lowest and three is the highest) and this provides for a growth rate of 1.7%. This provides Denbighshire Council with a rateable value of £41,849,023, any rise in rateable value over this figure will provide for benefits under LABGI which multiplies the increase in rateable value by the business rate multiplier providing a total of which the authority is allowed to keep 70%. This is further capped to restrict the maximum revenue.

2.4 This is a three year program currently and for the first year a pre-paid resource of £221,000 has been made available. Calculations within the resources department show that it is likely that this sum will be maintained or even exceeded during the following three years. Cabinet has already agreed an allocation of £50k towards customer care centre costs.

2.5 The LABGI scheme, is driven by increasing business growth, and in order for Denbighshire to take full advantage of this, the remaining resources should be applied to securing a growth in businesses and consequently a growth in business rate revenue. The recommendations have been devised in order to produce such a situation and are more fully explained in the Appendix.

3. POWER TO MAKE THE DECISION

- 3.1 The Local Authorities Executive Arrangements (Functions and Responsibilities) (Amendments) (Wales) Regulations 2004 SI 3093

4. COST IMPLICATIONS

- 4.1 The expenditure is contained within a new scheme of funding.

5. FINANCIAL CONTROLLER STATEMENT

- 5.1 The report provides for the use of specific resources provided by the Welsh Assembly Government and there are no consequences for existing budgets.

6. CONSULTATION CARRIED OUT

- 6.1 I have discussed this with the Leader, the Corporate Directors: Resources and Environment, the Principal Revenues Manager and the Head of Development Services, who concur with the recommendations.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 The report assists the Council's regeneration strategies and partnership working at local areas with local businesses and communities.

8. RECOMMENDATIONS

- 8.1 Allocate the LABGI resources to drive up business start-ups and developments alongside increases in business rate collection.
- 8.2 Enhance the property and inspectorate function within revenues.
- 8.3a Provide resources for the continuation of the existing rural business partnership activities and
- 8.3b. Provide additional resources for business growth development in Rhyl through the appointment of an officer.
- 8.3c. Provide additional resources for the appointment of a senior officer to drive forward business development in Prestatyn and provide appropriate project costs.

The use of LABGI resources

£170,000 remains available for Denbighshire County Council in the first year of this scheme 2006 – 2006. It is recommended that the resources be allocated as follows;

1. In order to properly ensure that all locations which generate business rates are known and inspected and the appropriate sum collected, the property and inspectorate function within the revenues service of the resources directorate be expanded. This will involve an increase in staff – probably one person together with resources to service the function – and is estimated to cost £25,000.
2. In the rural area of Denbighshire, rural business partnerships are active in Llangollen, Corwen, Ruthin and Denbigh, with support from Welsh Development Agency initiatives which are time limited and which lapse in April 2006. The WDA Small Town and Villages Enterprise Initiative has produced good work and is beginning to develop interesting enterprise activity in Llangollen, Corwen, Denbigh and Ruthin. To sustain this activity it is recommended that £44,000 be provided and that the activity be extended to include St. Asaph and Rhuddlan. This particular initiative should also explore the opportunities of using rural rate relief to drive up starter business and enterprise development. It is recommended that this activity be funded for a period of three years from the date of this report.
3. At Rhyl, there are significant initiatives under the Rhyl Going Forward banner and under the Rhyl THI Interreg program which have provided a basis for the development of enterprise activities. To fully realise the enterprise activity, a senior officer should be appointed to directly focus on the development of business group and enterprise generating activity. The officer should be based in Rhyl and it is recommended that £40,000 be provided for this for a period of three years.
4. At Prestatyn, work on building up enterprise activity has begun under European funded project which has lapsed. It is recognised that Prestatyn requires a significant program of activity and it is proposed that a principal officer be based in Prestatyn who should have associated project costs funded from the LABGI revenues. It is recommended that £60,000 be provided for this activity for a period of three years.
5. Starting an initiative like this will involve both start-up costs and also require the initiative to be sustained over a reasonable period of time for there to be successful outcomes, it is therefore recommended that any remaining funds should go to provide appropriate support, community consultation, and identify clearly within an overall strategy the opportunity which the program will generate.

The Head of Development Services and the Principal Revenues Manager will provide reports through relevant lead members as the program develops so that members can assess progress being made. The operational management of the program will be in the hands of the regeneration manager and the collections manager in the two respective services.

REPORT TO CABINET

CABINET MEMBER: Councillor E W Williams, Lead Member for Environment; Councillor P A Dobb, Lead Member for Health and Well-being

DATE: 19th July 2005

SUBJECT: Draft Supplementary Planning Guidance (SPG) on Affordable Housing in Residential Developments

1 DECISION SOUGHT

- Cabinet to agree the attached Supplementary Planning Guidance (SPG)
- Cabinet to recommend the subsequent approval of the SPG by Council for the purposes of seeking an element of affordable housing in residential schemes seeking planning permission.

2 REASON FOR SEEKING DECISION

- There is a demonstrable unmet need for affordable housing across the county
- national and local planning policies enable the Council to improve the supply of affordable housing by seeking an element of affordable housing in residential schemes that require planning permission.

3 POWER TO MAKE THE DECISION

- Town & Country Planning Act 1990 (as amended)
- Denbighshire Council Council approved an Interim Planning Policy in July 2004 to seek affordable housing in residential schemes – pending the subsequent approval of appropriate Supplementary Planning Guidance (SPG). This attached SPG complies with that resolution.

4 COST IMPLICATIONS

- There are no direct cost implications for the Council.
- If the Council disposes of land/property for housing purposes then the value of any sale will be affected by an obligation – under the terms of the SPG to provide an element of affordable housing in any subsequent scheme. This will inevitably lower the value of the asset
- It is not possible at this stage to estimate the cost implications

5 FINANCIAL CONTROLLER STATEMENT

This matter will have an impact upon the value of any surplus Council owned land that is sold for house building with a corresponding reduction in the potential additional capital resources available to tackle the large backlog of works on property and highways.

Sale of land for retail development will remain unaffected.

6 CONSULTATION CARRIED OUT

Extensive public consultation has taken place over the last 6 months and is continuing to take place with –

- Town & Community Councils
- Housing organizations – Registered Social Landlords
- Housebuilding industry – HouseBuilders Federation , local and regional housebuilders
- Landowners, agents , developers and estate agents
- General public – especially as part of planning applications

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

There are clear implications for other corporate policy areas –

- Housing strategy, policies and programmes- in trying to meet the current and future housing needs of the county
- Community health and social well-being – in providing sufficient suitable, safe and accessible homes to improve health and social well-being
- Economic Regeneration- affordable and accessible homes to assist with the economic regeneration of the county
- Sustainable communities – to support vibrant and self-sustaining communities – whether urban or rural – adequate and affordable housing is a pre-requisite
 - Asset Management- in determining what contribution the Council's land/property portfolio can make to meeting affordable housing needs and at what cost in terms of reduction in sale value.

8 RECOMMENDATION

- To approve the Supplementary Planning Guidance (SPG) on Affordable Housing in Residential Schemes
- To recommend its subsequent approval by Full Council

Denbighshire County Council

Planning & Public Protection Services

Supplementary Planning Guidance

AFFORDABLE HOUSING IN NEW DEVELOPMENTS

DRAFT

JULY 2005

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AFFORDABLE HOUSING

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 process, design and quality of new development. The notes are intended to offer broad guidance which will assist members of the public, Members of the Council, and officers in discussions prior to the submission of planning applications and assist officers and members in determining planning applications.

1.2 The purpose of SPGs is to –

- Supplement or elaborate on adopted UDP policies
- take account of national guidance

2.0 STATUS AND STAGES IN PREPARATION

2.1 The Council's SPG Notes are not part of the adopted Development 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 SPG note was formally 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 (Mar 2002); Unitary Development

Plans (Wales); Technical Advice Notes - especially TAN(W) 2 - Planning and Affordable Housing (Nov 1996)

- 2.3 This SPG provides further advice and guidance on how Affordable Housing is to be delivered on new residential schemes submitted via the Planning System. It supplements adopted Denbighshire UDP policies HSG 10 on Affordable Housing within settlement boundaries. It is linked to but does not supplement UDP policy HSG 11 which deals with the “rural exceptions” policy on affordable housing outside but adjacent to development boundaries.
- 2.4 The unmet and demonstrable need for Affordable Housing is a material planning consideration to be taken into account when planning applications are to be determined.
- 2.5 A Glossary of Terms is set out in Appendix 4

3.0 AFFORDABLE HOUSING

- 3.1 Affordable housing is defined as housing of a high standard designed for those whose incomes generally deny them the opportunity to purchase or rent suitable housing on the open market as a result of the relationship between income and market price. Such housing encompasses both low cost market and subsidised housing, irrespective of tenure, ownership or financial arrangements that will be available to those households who cannot afford to purchase or rent such housing generally available on the open market. In one way or another some form of subsidy - public or private- is usually required to make the property affordable. It is important to meet the needs of a wide range and types of households and in so doing to improve standards of both accommodation and design and layout.

The main affordability measures currently used in the assessment are set out below. However, these measures are subject to ongoing review subject to

- new evidence or information that may come forward
- more detailed local negotiation based on agreed and proven local circumstances.

Mortgage affordability: A household is not eligible for a mortgage if it has a gross household income less than one third its mortgage requirement.

Private rental affordability: A household is unable to afford private rented housing if renting privately would take up more than 30% of its net equivalised disposable household income.

3.2 Affordable housing can take a number of forms including housing for rent, low cost housing for private ownership, self-build or leasehold schemes, and may be delivered either directly through the Council or in partnership with a Registered Social Landlord (RSL) - formerly known as local housing associations - or developers directly. Normally, affordable housing will fall within the following general categories:

3.3 **Affordable Rented**

All those households that cannot afford to rent or purchase on the open market, and do not wish to pursue low-cost ownership, can be considered to be in need of some form of affordable rented property. This is property owned and managed by a RSL or the Council and is usually financed by the provision of a Social Housing Grant or other form of subsidy.

3.4 **Low Cost Market Housing- home ownership**

There are a range of ways of achieving low cost market housing that generally require a subsidy either through Social Housing Grant, directly from the developer or other subsidy mechanism. Low cost market housing schemes can include properties for sale at a suitably discounted price (to reflect local affordability) to eligible affordable households (including but not exclusively from nominees from the Council's and RSL's housing register), shared ownership, self-build (provided it meets the affordability tests) and other equity share schemes. Priority will be given to eligible households in that community on the Council's and RSL's waiting list, but in the event that no suitable households can be identified the properties will be made available to other eligible households in need of affordable housing in the immediate and adjoining communities.

Self-build schemes are one form of low cost home ownership and the Council is keen to see the opportunities for this form of affordable housing to be increased. Further investigation will be undertaken into how such schemes and initiatives can be developed across the county.

NB A county wide low cost home ownership register is in the course of preparation

3.5 **Specific Types of Affordable Housing**

Set out below are 4 specific types of Affordable Housing that can be provided under different arrangements:-

(i) Where Social Housing Grant is available

This is affordable housing for rent or tenure neutral with a dwelling mix to be provided by a RSL at a value in accordance with WAG Acceptable Cost Guidance (ACG).

The property is occupied by households that meet the affordability test and local need and are normally but not exclusively nominated by the Council and RSL from their waiting lists. This is usually achieved by the transfer of land and/or property from the developer to RSL to provide affordable housing.

(ii) Where Social Housing Grant is not available

This is housing for rent or shared equity to be provided by RSL but where there is no Social housing Grant (SHG) available to or provided by the RSL. The price for rent is discounted by a sum which makes the property affordable and may – subject to local circumstances - be equivalent to the level of SHG required as if it had been available. Again this is usually best achieved by a transfer of land or property at a discounted price from developer to RSL to provide affordable housing. The price for shared equity is discounted by a level to meet the affordability test.

(iii) Low cost private market housing for rent

(iv) Low cost private market for buy

These are private sector housing, including self-build, provided as part of a scheme but subsidised or discounted and in some way offered by the private developer with a reduced price to meet the affordability test.

The following provisos will also apply:-

- a) only occupied by households that meet both the affordability test and local need/connection/residency test set for both initial and subsequent occupiers/purchasers.
- b) The affordability of the property - i.e. the reduced price or discount - is maintained as long as the need exists in the area.
- c) A legal mechanism i.e. Section 106 Agreement is in place to ensure that (a) and (b) are maintained. The Heads of Terms of such a S106 Agreement is set out in Appendix 1.

In addition to ensuring the property retains its affordability: -

- The property should wherever possible meet the minimum internal and external standards set out in WAG WHQS document (www.housing.wales.gov.uk). The LPA is not able to insist on this but LAs have been requested by WAG to encourage builders to comply with these recommended standards.
- All permitted development (PD) rights are to be withdrawn to prevent the property extending in size and so becoming unaffordable
- In this case a similar type and specification to the rest of a larger scheme is provided wherever possible to WAG WHQS minimum standard - but the accommodation should still be to a similar external design quality and layout
- A legal restrictive covenant will be imposed to ensure that a future owner satisfies the residency test and where the re-sale value is in accordance with the affordability test level.

Other Examples which include affordable housing

(a) **Rural Exception housing**

This is affordable housing provided in rural areas outside but adjacent to settlement or development boundaries as part of the “rural exceptions policy” set

out in UDP Policy HSG 11. Similar provisions apply as in 3.6. The terms of Policy HSG 11 will apply.

Where it is demonstrated that land within the adopted development or settlement boundaries is not genuinely available (flooding, ownership constraint etc) and there is a demonstrable need in the area then proposals for AH under policy HSG 11 will be positively considered.

NB

The Council as LPA is actively considering the merits and appropriateness of whether semi-derelict (or similar) rural properties in the countryside can contribute to meeting the need for affordable housing. As this raises issues regarding compliance with both current national planning as well as adopted UDP policies this is being considered as part of the Review of the adopted UDP. Proposals submitted on those grounds would generally be contrary to the adopted UDP and as such cannot be considered as part of Supplementary Planning Guidance here.

(b) Additional needs/supported housing

This is housing for households with a particular impairment or who have additional housing requirements in addition to their need for a home e.g. people with a physical or mental impairment, younger or older people. This is normally but not exclusively provided by a RSL - where these households also qualify as affordable such provision counts as AH. Where in a private scheme significant additional costs are involved and proven, a flexible approach may be taken by LPA regarding the percentage element of AH.

(c) Key Workers

There is also another category generally called key worker housing. Here the definition of key workers will be subject to any current guidance issued by either WAG or the LPA - but normally covers low paid public as well as private sector workers-. Provision made for key workers that meets a demonstrable need and which are affordable units could with the agreement of the LPA be considered as meeting the affordable requirement on any new site.

4.0 DENBIGHSHIRE LOCAL HOUSING NEEDS ASSESSMENT (LHNA) - FORDHAM REPORT- JAN 2004

- 4.1 National government advice recommends that a LHNA should be undertaken to inform housing strategy, policy and programmes, and integrated into land use planning policy. The Fordham Report - commissioned by the Council- is an up-to-date relevant and robust LHNA prepared under WAG guidelines. This report was made available in draft form with the initial findings in spring 2003 and approved by Council in July 2004 following stakeholder involvement in spring 2003. The Fordham report is the first county wide LHNA and followed the preparation and adoption of the Denbighshire UDP in July 2002.

A copy of the Executive Summary and full Report is available on request and electronic versions are available at [www.denbighshire.gov.uk/ fordhams report](http://www.denbighshire.gov.uk/fordhams_report)

Key Findings of the Fordham Report

- Substantial and county wide need
- Identified 18 sub-areas all of which demonstrated need which varied in size/intensity in local areas
- Generally speaking low cost home ownership or private rented property was not “affordable”
- Annual need for Affordable Housing to meet backlog and newly arising need of 645 Affordable Housing units over the next 5 years
- The most acute need was for renting from RSL.

Based on its findings the Fordham Report recommends that the LPA could reasonably seek to negotiate up to 50% Affordable Housing on all sites.

ADDRESSING NEED - ELIGIBILITY FOR RENTAL AFFORDABLE HOUSING

- 4.2 Where development is undertaken by an RSL, the eligibility of the occupants shall be determined by RSLs in accordance with their published allocation policies and procedures (including rents payable). Local lettings policies may be agreed in conjunction with the Local Authority – which holds on average 50%

- nomination rights for rented properties developed by RSLs -to ensure the sustainability of local communities and/or within areas of acute housing need.
- 4.3 Where an individual privately manages affordable rented accommodation, the Council would require the developer to work closely with an RSL/LA to ensure that housing can be made available to persons registered with the Council/RSL as being in housing need. Notwithstanding this the Council will require an agreement that the property will remain as affordable as long as the need exists.

ADDRESSING NEED - ELIGIBILITY FOR LOW COST HOME OWNERSHIP (LCHO)

- 4.4 Where LCHO is undertaken by an RSL, the eligibility of the occupants shall be agreed with the Local Authority in accordance with the local eligibility criteria as determined by Local Authority.
- 4.5 Where an individual developer privately develops LCHO the eligibility of the occupants shall be agreed with the Local Authority in accordance with the local eligibility criteria. Notwithstanding that the Council will require an agreement that the property will remain as affordable as long as the need exists.

To ensure that such properties retain their affordability it is normal that permitted development rights (under the Planning General Development Order) is deleted – other than minor adaptations such as porches.

Discounts required to achieve Affordable Housing

- 4.6 As house prices and incomes vary considerably across different parts of the county, the Council will calculate the actual rate of discount on a site by site basis, with discounts relating to the local housing market, property type, local household income, and any demonstrated effect on the economic viability of the overall development.
- 4.7 It is not only the cost of purchase that can make dwellings unaffordable but also the level of any ongoing service charges. When calculating affordability any applicant’s monthly housing outings (mortgage and service charge payments combined) should leave sufficient income to meet their reasonable non-

housing needs but as a guide should not usually equate to more than one third of their gross monthly income. Reference should be made to guideline service charge levels as part of any section 106 agreement

- 4.8 For LCHO dwellings to be affordable the following formula currently applies:

Discounted sale price = average gross household income* x 3

Discount = market price minus X (where X is the discounted sale price)

* Information supplied by CACI Company. Data will be updated each financial year. Rates currently used are as at April 2004. Please see Appendix 2

NB

The above formula is subject to a sliding scale to reflect the different types and size of affordable housing that may be produced. For further details please see Appendix 2

This formula will be subject to further review as part of any assessment of affordable housing need within the county. The latest version of this formula is available on request from the County Housing Strategy Manager.

- 4.9 For rental purposes all RSL dwellings, subject to WAG rent setting guidelines will be deemed to be affordable. For private rented dwellings to be deemed affordable they must also comply with WAG's rent guidelines. Any private rented dwellings provided as part of the county's affordable housing policies will require 100% nomination rights to be provided to the Local Authority or prescribed RSL, until such times as there is no longer a requirement for affordable housing within the county. Such schemes may also be considered for key workers as per 3.8.

5.0 Policy on Affordable Housing

- 5.1 Following the Fordham report findings, wide public consultation and further consideration the Council has now adopted a clear set of policy guidelines as set out below.

The broad policy thrust of this SPG on AH is set out below-

“Provision normally of 30% AH units – based normally on a policy density figure of 30 dwellings per hectare (or the number of units proposed whichever is the higher) - shall be sought through negotiation on sites of 3 dwellings or more or 0.1 hectare whichever is the smaller. Applicants will be required to demonstrate how affordable provision is to be made. AS DIFFERENT AREAS HAVE DIFFERENT NEEDS negotiations to determine the actual provision will be based on the following factors: –

- ***Identified local need in the locality***
- ***Location, including the accessibility to local services***
- ***Particular costs associated with the site and its development***
- ***Local market conditions including local incomes and house prices***
- ***Other agreed planning objectives including regeneration.***

Unless there is evidence to demonstrate otherwise 30% on-site provision will normally be sought and the Council will seek to meet the most acute need identified wherever feasible and suitable

Proposals submitted that do not meet the key policy thrusts of this SPG will not normally be supported- unless evidence is submitted which demonstrates otherwise .”

Further guidance will be provided on how the developer can undertake this exercise

5.2 The 6 key policy thrusts are as follows: -

(a) **On-site provision**

On-site provision is normally to be provided on all sites. Off-site provision will only be considered subject to the criteria as set out in paragraphs 5.5 and 5.6 below.

(b) **Element of Affordable Housing**

Whilst the Fordham assessment of housing need justifies the Council in seeking up to 50% affordable housing units on all new sites the Council considers, taking into account all factors, that it will normally seek to secure 30% of affordable housing on all sites above the minimum site threshold. As part of the planning submission applicants will be expected to demonstrate how the affordable element will be

realised in the overall development. The actual affordable housing mix for a particular development will take account of local need (including waiting lists) and negotiations on the precise provision will depend on the factors set out in para 5.1 above.

The LPA- in discussion with housing agencies - will negotiate with developers and adopt a reasonable approach. The scale of the unmet need for Affordable Housing however indicates that Affordable Housing should comprise a significant and achievable proportion of any scheme.

(c) Type of Affordable Housing

A County as diverse as Denbighshire contains a wide range of local circumstances and need. Both Section 7 and Appendix 3 set out the process to enable local discussion and negotiations to take place to establish agreed local need and the outcome should reflect any local agreements.

However, as a starting point , and based on the County-wide assessment ie the Fordham Report, waiting lists and in the negotiations with RSLs there is to be a clear Council preference for type of Affordable Housing as follows: -

- First preference - RSL housing for rent
- Second Preference - RSL for shared equity
- Third preference - Low Cost Home Ownership (LCHO) – private sector housing (including self-build) where a subsidy or discount is offered and used for qualifying affordable households and this discount is maintained as long as the need exists.
- Fourth Preference- low cost private rented.

It is accepted by the LPA that in accordance with TAN 2 AH provision should be irrespective of tenure. The preferences set out above are based on the evidence that the most acute need is for RSL housing for rent. Accordingly, the LPA will in negotiations with developers seek to address and meet the most acute need.

In addition national guidance in pursuing balanced, inclusive and sustainable communities recommends a mix of tenure and types on residential developments.

(d) Policy density figure

There is to be an assumed policy density figure of 30 dwellings per hectare (or 12 dwellings per acre) or the number of dwellings whichever is the higher applied to each site irrespective of the scheme submitted. This is fully justified in accordance with national guidelines and adopted development plan policies for the following reasons: -

- make optimum use of and yield from both undeveloped land and the developed area
- avoids unduly wasteful and unwarranted low density development.

(e) Site Threshold

The Council considers that based on-

- the predominantly rural character of the County
- the fact that there is an acute need in both rural areas and urban areas that many sites in the rural that come forward are small sites of under 5 units
- no evidence has been put forward that small sites are inherently commercially unviable it is reasonable to apply a minimum site threshold of 0.1 hectares or 3 dwellings whichever is the smaller. Below that threshold no Affordable Housing is required. When applying 30% (or other negotiated %) to a particular site and calculating the required figure there will be a rounding up if the figure is 0.5 or over and rounding down if less than 0.5.

However, as referred to elsewhere where it can be demonstrated that a scheme is unviable as a direct result of AH provision then the Council will adopt a sensible approach and consider either reducing or waiving the AH provision.

(f) Piecemeal development

The LPA will look at each case and assess whether the proposal forms part of a larger parcel of land that is being sub-divided into smaller areas - but have a cumulative capacity which meet or exceed the threshold - and proposals are submitted on a piecemeal or phased basis. Should the LPA be satisfied that there is an attempt to circumvent the policy and avoid meeting legitimate planning obligations the LPA will withhold planning permission until the larger and complete scheme has been determined.

Further Policy Explanation

5.3 When and where Affordable Housing is required

(i) Type of planning application

Where new or additional housing is to be provided as part of a planning application affordable housing will be sought in respect of the following types of planning applications:-

- all outline, full or changes of use applications - but not reserved matters where no obligation to provide Affordable Housing exists
- all renewals even where no previous Affordable Housing obligation exists
- all re-submissions

On re-submissions - Affordable Housing will be negotiated where it would involve (i) an increase in the number of dwellings or (ii) a material change in circumstances where this would make it difficult for the previous permission to be implemented in its approved form. Re-submissions on sites with extant permissions that essentially involve a change in house types but not an increase

in numbers would not be subject to Affordable Housing if the extant scheme does not include an Affordable Housing.

(ii) types of proposals

AH will be negotiated on all the following types of proposals: -

- conversions - (where in open countryside as departures from UDP)
- Redevelopment (...ditto.....)
- new build
- change of use

but excludes

Proposals of less than 3 dwellings or 0.1 ha whichever is the smaller- subject to provisos set out above.

Where the local circumstances indicate the necessity outline planning consent may be time limited to 3 years instead of the normal 5 to enable the LPA to exercise requisite control over the number and types of planning consents/commitments in an area.

5.4 On-site provision

On-site provision is a clear priority in line with national and local policies and in support of sustainable and balanced communities, inclusion and mixed tenure.

Affordable Housing is to be: -

- fully integrated into new development
- of at least an equal or similar standard of design and external appearance
- on-site provision by the transfer of land and/or property at a discounted price to be affordable
- meet the necessary WAG WHQS standard wherever possible and in all cases where grant is sought or available
- remain affordable for as long as a need for affordable housing exists
- remain occupied by eligible Affordable Housing households

- meet any local need test to be applied and to apply a sequential or concentric ring approach further away to ensure that subsequent occupiers are affordable households should none be identified or exist in the immediate locality.

5.5 **Alternative off-site provision**

While on site provision will always be the priority option for providing AH, there will be circumstances when off site provision can be justified.

Such circumstances will include:

- * When it can be shown that on site provision is unfeasible, unsuitable or otherwise inappropriate
- * When off site provision would better meet the overall local housing needs
- * When planning, housing and/or regeneration objectives would be better served by having off site provision. This could include the regeneration of derelict, empty or problem properties **WITHIN DEVELOPMENT BOUNDARIES IN THE SETTLEMENT in the immediate locality.**

Such justification will need to be carefully made as the presumption will remain for on site provision unless circumstances indicate otherwise.

This as a matter for the developer to demonstrate and for the planning authority in conjunction with the housing agencies to consider and agree.

5.6 **Factors to consider where and when Off Site provision may be acceptable**

Off-site provision on an alternative site will only be allowed where the principle of residential development has already been agreed on both the application site and the alternative site(s) and where the following apply: -

- complementary social housing grant funds are not available and there is no defined need for low cost housing in the immediate locality – but there is an alternative site

- it has been demonstrated that the application site has serious problems regarding its economic viability without Affordable Housing and that with Affordable Housing the development is clearly uneconomically viable based on the excessive and abnormal development costs (contamination, infrastructure or services)
- where a sequentially better alternative site (accessibility to transport and essential facilities) has come forward - which would not otherwise have done so - has been secured and itself possesses no Affordable Housing planning obligation. However, in this instance at least the same - if not enhanced - level of AH will be provided on the alternative site as would have occurred on the two sites combined
- the proposal overall will lead to better integration across a community
- Site is unsuitable based on adverse geography, hostile site characteristics, isolated location for Affordable Housing and a satisfactory alternative site has been secured.
- Wider benefits to the community can be demonstrated by providing the AH offsite, without prejudicing the need for AH in the community.

5.7 No Affordable Housing provision

This will be **exceptional and as a last resort** and will only be considered where:

-

- The case for off-site provision has been satisfactorily demonstrated as set out above and no viable feasible or suitable alternative site has been identified or secured and there is no reasonable prospect within 12 months. In such circumstances a commuted sum will become payable.
- Planning history of site makes it unreasonable to require AH- e.g. previous commitments
- The proposal meets an identified, acknowledged and over-riding approved regeneration aim/project in accordance with approved Council Regeneration Strategy and where full private housing is required to meet regeneration aims and the scheme with affordable housing would seriously prejudice both the viability of the scheme and the stated regeneration aims

- The applicant is able to demonstrate to the LPA that there is no AH need in the locality currently or within 3-5 years or the AH need no longer exists.

5.8 Plot prices /valuations and Commuted Sums

(i) On-site provision

Where on-site provision is made the discounted value of plots to be transferred to RSLs either as part of new build -or as undeveloped plots to be developed later - must reflect the local affordability tests and ACG to enable an affordable scheme to be secured

(ii) Off-site provision

Where off site provision is to be made by the developer the plot values must enable at least equivalent Affordable Housing provision and meet the tests set out above. Where the developer pays a commuted sum to RSLs/LA or other social housing agency the commuted sum will be calculated in accordance with the formula as set out in Appendix 2 and must: -

- Be sufficient to enable at least equivalent provision to that would have been provided on the application site.
- Be made as part of the planning permission being granted and be tied to an agreed and secured arrangement.

Where a commuted sum is paid, the Council will ring fence such a sum for affordable housing and will use its best endeavours to utilise any financial contributions in the area of the site from which the contribution has been derived.

6.0 Planning Obligations and Section 106 legal Agreements

- 6.1 Planning obligations, under Section 106 of the Town and Country Planning Act 1990 (As Amended) will be applied to all planning permissions where affordable housing is required under UDP policies HSG 10 and HSG 11 to ensure that the affordable housing is provided, occupied and managed in accordance with this guidance. Section 106 agreements run with the land and apply to successive owners. Alternatively use of a planning condition may be made depending on the circumstances.

6.2 The Section 106 agreement will normally include clauses setting out requirements with regard to the following issues:

- The mix of affordable housing types and sizes sought as part of the development
- The location and distribution of affordable housing within the development site or by off-site provision
- The minimum design standards required for affordable dwellings built
- The timing of the construction and occupation of the land or affordable housing element in relation to the development of the whole site, including appropriate restrictions on the occupation of a proportion of the general market housing
- The price ,timing and conditions for the transfer of the land or affordable housing to a RSL
- The arrangements regarding the future affordability, management and ownership of the affordable dwellings

The precise form of condition or obligation will depend on the circumstances of each case including the ownership of the site and the terms of any obligation or agreement between the owner and a RSL. Nevertheless, it will be standard for all affordable housing agreements to ensure that the affordable housing provided remains affordable to initial and subsequent occupants as long as the need exists. However, there maybe occasions where a RSL needs to sell a property on the open market, for example, where nominees are unable to proceed with the purchase of a discounted property. Under such circumstances, this will be subject to review under Section 106A of the Town and Country Planning Act, 1990 (As Amended) and exercise of the power of sale by mortgagees.

6.3 Appendix 1 sets out a summary of the Heads of Terms of S106 Agreements

7.0 PROCESS OF NEGOTIATION FOR AFFORDABLE HOUSING

7.1 In implementing the affordable housing policies, the Council will seek to ensure that there is close consultation between planning, housing and legal officers **as well as local Members** concerned with the operation of these policies, and with

other external agencies, including developers and RSLs. In order to ensure negotiations are conducted as effectively as possible, the Council will expect all parties involved to follow the procedures outlined below:

- 7.2 Pre-application discussions are encouraged and prove useful. In this regard a joint working group comprising local authority planning and housing officers, RSL officers, and HBF and local representatives from the house building industry and estate agents is being formed to assist in agreeing an appropriate level, type, and reasonable element. **In addition officers will consult with and obtain an input with local Members to obtain their views.**
- 7.3 The developer to submit an outline proposal with reference to relevant housing policies outlined in both UDP and this SPG, and with the element of affordable housing which contributes to meeting the housing needs identified in the Fordham LHNA.
- 7.4 The proposal should clearly identify how the affordable housing is to be provided, including the appropriate mix, number, type and location.
- 1) In conjunction with the Council's Planning and Housing Departments, further detailed negotiations will then take place, which define the detailed provision, and, where relevant, sources of funding for social housing and identification of the RSL partner.
 - 2) Submission of a planning application is made that meets the considerations of the UDP.
 - 3) Granting of planning permission where appropriate, subject to the signing of the Section 106 Agreement and planning conditions, including an agreed Affordable Housing Scheme.
 - 4) The implementation of the permission in accordance with the requirements of the Section 106 Agreement
 - 5) The payment of any commuted sums before any development commences.
- 7.2 Appendix 2 sets out a flow chart illustrating this process.

8.0 SITE LAYOUT

- 8.1 The Council is determined to ensure that affordable housing should not imply substandard accommodation, poor quality design or materials. Additionally, affordable housing should not be 'ghettoised', by being concentrated in one area of a much larger site. Consequently, in order to facilitate greater social mix and enable a greater variety in building form and design, the different types of affordable houses will be dispersed about the site, preferably in clusters size and location to be negotiated.
- 8.2 The identification of the affordable housing areas will be secured through a Section 106 agreement and where relevant require the involvement of a RSL at the outset to ensure that the completion and occupation of the affordable housing groups is phased in relation to the market housing.
- 8.3 In this regard, the ratio of market dwellings to affordable housing to be completed and available for occupation at any time should normally be no more than 3:1. This will ensure a phased development of a mixed and integrated development.

9.0 DESIGN PRINCIPLES

- 9.1 Attention should be given to the complementary policies contained within the UDP, relevant development briefs or other supplementary planning guidance (e.g. amenity standards and parking standards). This will ensure that the design, layout and development standards that apply to other residential development proposals are maintained within affordable housing schemes, are appropriate to the residential character of the area, and provide a satisfactory standard of accommodation. In this respect regard must be paid to the prevailing character of the area – including the clear differences in density and layout that exists between urban and rural areas.
- 9.2 The Welsh Assembly Government's 'Good Practice Advice: Site Layout Design for New Housing Schemes' (1998) explores the principles to be considered when designing new housing estates and how these principles can be put into practice. Further details can be obtained from the Construction and Domestic Energy Branch at the Welsh Assembly Government.

- 9.3 In addition to these standards, the Welsh Assembly Government have set standards in its WHQS which should be achieved.
- 9.4 Although not necessarily a standard to be followed WAG has created a range of house types to ensure that the internal layout of new houses built by RSLs in Wales are of consistently good quality and exemplify Development Quality Requirements (known as its Pattern Book) The WAG document is a series of standard floor layouts with the emphasis on functional space standards. Designers have the freedom to develop elevations and use materials that reflect the specific context of each site.
- 9.5 This provides RSLs with a selection of designs for houses, flats and bungalows, which are flexible in catering for most residents' needs and contribute to improved health. The plans incorporate 'lifetime homes standards' and will help to create a more flexible housing stock by providing homes that are adaptable to the changing needs faced by most families over their lifetime. This will allow residents to stay in their homes longer, and could also help relieve some of the demand for residential care and expenditure on grant funded adaptations. (See Joseph Rowntree Foundation website: www.jrf.org.uk)

10.0 Secured by Design

- 10.1 “Secured by Design” is a police initiative to encourage the building industry to adopt crime prevention measures in development design to assist in reducing the opportunity for crime and the fear of crime, thereby creating a safer and more secure environment. It is intended to achieve a better quality of life by addressing crime prevention at the earliest opportunity in the design, layout and construction of homes. In doing so, Secured by Design supports one of the government’s key planning objectives
- 10.2 The Welsh Assembly requires all homes funded by Social Housing Grant to be built to “Secured by Design” standards. These are provided in the Assembly's Design Quality Requirements and Standard Contract Documentation. When RSLs are considering developing a site, they are required to discuss at the outset

how to incorporate Secured by Design principles with their Police Force
Architectural Liaison Officer. Contact details for all Police Force are available at
www.securedbydesign.com/forces/index.html

11 CONTACTS

DENBIGHSHIRE COUNTY COUNCIL

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PLANNING & PUBLIC PROTECTION

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Development Control and Compliance Manager
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Registered Social Landlords

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Unit 14 Ffordd Richard Davies
St Asaph Business Park
St Asaph
Denbighshire LL17 0LJ
01745 357680

SUPPLEMENTARY PLANNING GUIDANCE NOTE



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Ffordd Pengam
Tremorfa
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Development Officer
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56 Stryd Y Dyffryn
Denbigh
Denbighshire LL16 3BW
01745 815220

APPENDICES

APPENDIX 1

Heads of Terms for Section 106 agreements

Social Rented through a Registered Social Landlord

Legal agreements where affordable housing is to be provided as social rented Accommodation through a Registered Social Landlord will require the following details and information: -

- Reference to provision through a RSL (preferably named)
- Local Allocations criteria based on local connection
- Phasing of development and reference to appropriate triggers for the provision of affordable units
- The identification and location of the affordable units to be transferred to the RSL
- The total number of affordable units

Shared Ownership through a Registered Social Landlord (with or without grant)

Legal agreements where affordable housing is to be provided as shared ownership accommodation through a Registered Social Landlord will require the following detail and information: -

- Reference to provision through a RSL (preferably named)
- Local Allocations criteria based on local connection and on average 50% nominations rights held by LA
- Phasing of development and reference to appropriate triggers for the provision of affordable units
- The identification and location of the affordable units to be transferred to the RSL
- Identification of affordable units to ensure appropriate size and quality
- The total number of affordable units
- Costs associated with service charges (if appropriate)
- RSL's arrangements for re-sale including the calculation of re-sale costs and allocations criteria

- Identification of management organisation / agent
- RSL's limitations on stair-casing

Low Cost Private Rent

Legal agreements where affordable housing is to be provided as low cost rented accommodation will require the following details and information: -

- Local Allocations criteria based on local connection
- Phasing of development and reference to appropriate triggers for the provision of affordable units
- The identification and location of the affordable units
- The total number of affordable units
- Rent structure, policy and values
- Identification of management organisation / agent
- Identification of affordable units to ensure appropriate size and quality

Low Cost Discount for Sale

Legal agreements where affordable housing is to be provided as low cost discount for sale will require the following details and information: -

- Local Allocations criteria based on local connection
- Phasing of development and reference to appropriate triggers for the provision of affordable units
- The identification and location of the affordable units
- The total number of affordable units
- Initial affordable property values
- Mechanism for calculating future re-sale values
- Arrangements for re-sale including the allocations criteria
- Identification of management organisation / agent (if appropriate)
- Identification of affordable units to ensure appropriate size and quality

APPENDIX 2

MECHANISM AND CALCULATIONS FOR ASSESSING DISCOUNTS AND COMMUTED SUMS

(1) To calculate a commuted sum please see worked example below:

Proposed development is for a low density scheme of 3 (three) units of 5 bed accommodation in the Prestatyn area – proposed density of 6 dwellings per hectare.

Site size 0.54 hectares

Apply density of 30 per hectare

Total assumed dwellings on site applying density figure = 16

Apply 30% affordable housing for this site = 5 dwellings

Having checked the LPA's local needs information, the affordable housing demand for this site, had on site provision been made, would have been for five units of 2 bed family sized accommodation.

Commuted sum should be equivalent to the level of SHG that would have been required to build properties on site to make them affordable.

Prestatyn comes within ACG band 3 (the ACG is the maximum permitted build cost using SHG).

Maximum ACG build cost/rate (2004/05) for 2 bed accommodation = £97,600 per dwelling

SHG is payable at a rate of 58% = £56,608 per dwelling

Total commuted sum for this site is £56,608 x 5 = £283,040

(2) Affordable housing formula to be used to identify discount required for different private LCHO property types and sizes

Type of dwelling	<u>Maximum purchase price for low cost housing as a % of the general maximum price for that area (see point xxxxx)</u>
1 bedroom flat	60%
2 bedroom flat	70%
2 bedroom bungalow	83%
2 bedroom house	90%
3 bedroom house	100%

Worked examples

1 bedroom flat in Rhuddlan:

CACI data (income) = £26,300 x 3 (multiplier)
= £78,900 (any type property needs to be less than this figure).

£78,900 x 60% = **less than £47,340**

2 bedroom house in Llangollen:

CACI data (income) = £27,200 x 3 (multiplier)
= £81,600 (any property type needs to be less than this figure)

£81,600 x 90% = **less than £73,440**

3 bedroom house in Denbigh central

CACI data (income) = £21,100 x 3 (multiplier)
= £63,300 (any type property needs to be less than this figure)

£63,300 x 100% = **less than £63,300**

The figures set out in Appendix 2 will be periodically updated , published and made available in an accessible from.

APPENDIX 3

PROCESS FOR AFFORDABLE HOUSING PROPOSALS*

Process Guide

Step 1:	Pre-application discussions – applicant/agent and officers of LPA/LHA/RSLs to discuss (i) applicant’s proposals , including the element of Affordable Housing proposed and (ii) particular AH need in area and how it should be met.			
Step 2:	Local Members advised of outcome of Step 1 and given opportunity to comment before application submitted (subject to Council’s Code of Conduct)			
Step 3:	Planning application for development triggers development planning and supplementary planning guidance policies			
Step 4:	Planning Department, in consultation with LHA/RSL, considers the need for affordable housing units, in quantity and type, locally. Effective and early partnership between developer, RSL, and the Council is critical			
Step 5:	Local member informed of receipt of planning application and given further opportunity to comment (subject to Council’s Code of Conduct)			
Step 6:	Planning Department informs developer of options			
Step 7:	Option 1: On site new build housing for rent for transfer to a RSL Developer and RSL to agree details of scheme for Section 106 agreement	Option 2: On site shared ownership housing Developer and RSL to agree details of scheme for Section 106 agreement	Option 3: On site provision of low cost housing to buy inc self build Developer and Council to agree details of scheme for Section 106 agreement	Option 4: Off site provision of new build housing and/or refurbishment of off-site existing vacant housing to rent or buy within the local settlement Developer identifies suitable alternative local site and agrees details with Council.** or commuted sum
Step 8:	Members advised of applicants submitted options and Officer report and recommendation to Planning Committee inc terms of S106 whether on-site , off-site or commuted sum, following consultation **			
Step 9:	Consideration of proposals by the Council's Planning Committee-(i) scheme generally and (ii) terms of S106 Agreement			
Step 10 :	The developer and RSL to exchange contracts on the affordable housing transfer prior to, or simultaneous with, the completion of the Section 106 agreement. Legal agreement is drawn up and signed by all relevant parties and Council issues decision on planning application			

- NB -Certain planning applications will not be subject to this SPG or process
- ** if no feasible or suitable site/scheme agreed a commuted sum payment to be considered

Glossary Definitions

APPENDIX 4

17.1 Affordable Housing

Affordable housing is defined in Planning Policy Wales 2002 and TANW2 Planning and Affordable Housing 1998. It can comprise several housing types and tenure – including a diverse range of households such as first time buyers, young , elderly , extra care , key workers etc. It is also defined in effect as that which cannot be obtained for rent or purchase on the open market without grant, discount or some form of public or private subsidy.

17.2 Affordable Housing for Rent (Social Housing)

Affordable housing for rent is the type of affordable housing that is in greatest need in Denbighshire. It is defined as housing for which both a) rent of the property is significantly lower than the prevailing rents in the county and b) subject to arrangements that will ensure its availability for as long as the need exists. RSLs in Denbighshire manage a variety of accommodation for rented purposes for general needs, sheltered accommodation and special needs.

Exceptional circumstances such as high land assembly costs, Contamination, site clearance matters amongst others are normally reflected in land value and should not normally therefore be used to justify the lack of affordable housing provision. However, this will be considered with the full disclosure of financial information to assist in the understanding of the relative economics of provision and the viability of the scheme in relation to the proportion of affordable housing units expected. It is the responsibility of the purchaser of the land to recognise future affordable housing obligations as affordable housing policy is well established nationally and within Denbighshire, and the requirement to provide an element of affordable housing should not be unexpected.

17.3 Section 106 Agreements

An agreement made under Section 106 of the Town and Country Planning Act 1990, between a local planning authority and developers specifying, for instance, that a proportion of a development site be reserved for affordable housing. S106 agreements run with the land and apply to successive owners. The delivery of affordable housing will normally be through a S106 agreement as the provisions governing the provision of affordable housing and its future retention are often too complex to be suitable for inclusion within a condition. However, it is also possible to deliver the affordable housing by way of condition. TANW 4 provides that where an RSL is to manage affordable housing on any given site, use of a condition should be an effective way of controlling occupancy without the need for additional occupancy controls to be imposed by the Local Planning Authority. A developer can challenge a condition by appealing against its imposition. When a RSL is the applicant it may be appropriate to impose a condition rather than enter a S106 provided the RSL has an interest in the site.

17.4 Service Charge

A service charge is a charge to the occupant by an RSL/private developer for provision of services such as warden facilities, caretaking and cleaning and the running costs e.g. communal lighting. In the Denbighshire context a significant proportion of recent flatted development, particularly in the urban area, has been of the upper market type where annual service charges have been making it difficult for it to be affordable for an RSL to manage. However, this can be rectified by restricting the service charge to an affordable level with the affordable units. Such arrangements are to be agreed in conjunction with the LPA..

17.5 Shared Equity/Ownership Housing (Social Housing)

This type of accommodation is becoming increasingly popular in Denbighshire and there is significant demand especially from young couples and low income workers who are unable to compete on the open housing market. This provides them with an opportunity to acquire a part equity, enabling a dwelling to become affordable. This means the housing the property is secured for shared equity/ownership in the longer term. It may sometimes be possible to gradually move to full ownership (sometimes referred to as 'stair casing'). Further details upon shared ownership can be obtained by contacting RSLs who currently offer shared ownership within the county.

17.6 Subsidised or Social Housing

These are homes for either rent or shared ownership at below market levels, usually provided by local authorities and registered social landlords.

17.7 Social Housing Grant

The grant paid by the WAG to RSLs for capital development programmes is called Social Housing Grant (SHG)

17.8 Additional Needs/Supported Housing

This encompasses a wide variety of different types of accommodation usually in the ownership of local authorities and RSLs. Such accommodation is provided for people with some particular impairments or who have additional housing requirements in addition to their need for a home e.g. people with a physical or mental impairment, younger or older people. It includes group homes, hostels, cluster flats, shared housing and ordinary flats. The majority of such accommodation currently available within Denbighshire is for rent to those who are unable to compete on the open market.

17.9 ACGs (Acceptable Cost Guidelines)

This is a system used by WAG to determine the normal cost of producing certain types and sizes of dwellings at any location in Wales. The ACGs are re-appraised on an annual basis using data on property and construction costs.

Acceptable Cost Guidance (quoting from the WAG website)

ACG provides advice on the likely acceptability of scheme costs for grant purposes. For example, RSLs are able to apply to the WAG for Social Housing Grant to part fund their social housing development programmes in Wales. To take account for variations in scheme costs within Wales, 6 cost bands have been determined. SHG for approved total scheme costs will be subject to the prevailing grant rate, which is determined annually by WAG.

17.10 Rhyl

This is within band 3 for Denbighshire - the limit for a 2 bedroom flat (3 people) for 2004/05 is £74,700 (total cost of each dwelling of type; this includes Social Housing Grant and private finance from the RSL).

17.11 Ruthin

This is within band 3 for Denbighshire - the limit for a 3 bedroom house (4 people) for 2004/05 is £102,600 (total cost of each dwelling; this includes Social Housing Grant and private finance from the RSL).

17.12 **Welsh Housing Quality Standard (WHQS)**

It has been developed to provide a common standard for the physical condition of all housing in Wales. RSLs and LAs are required to have all their stock up to this standard by the end of 2012 (no target date has yet been set by WAG for all for private sector housing)

17.13 Registered Social Landlord (RSL) RSL applies to housing landlords registered with the Welsh Assembly Government.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES, LEADER

DATE: 19 JULY 2005

SUBJECT: ELECTRONIC GOVERNMENT PROGRESS

1 DECISION SOUGHT

- 1.1 To inform Cabinet of e-government progress over the year 2004-2005.
- 1.2 To seek approval for the continuation of e-government development resulting in more efficient business processes and improved customer service.

2 REASON FOR SEEKING DECISION

2.1 Corporate Customer Service Centre (CCSC)

2.1.1 Background

Customer expectations are rising, and to meet this challenge Denbighshire is to establish a Corporate Customer Service Centre (CCSC) with the aim of answering 80% of all enquiries at the first call. The main aim of the Council is to improve access to services and to make them more efficient, thereby increasing the level of customer satisfaction.

2.1.2 The CCSC will be the gateway to all Council services. Processes will be in place so that all calls received at the Customer Service Centre can be dealt with confidently and efficiently. It will be agreed with services what information will be available to Customer Service Centre advisors. More complex enquiries will still need to be referred to specialist staff. We aim to have a customer friendly approach and make the whole enquiry process as efficient as possible. The CCSC will remove simple enquiries from services freeing up experienced, expert staff to concentrate on more complex duties. More satisfied customers will result in fewer complaints and a better working environment for all.

2.1.3 Environmental Services in the Environment Directorate currently operate a mini call centre which deals with enquiries and requests for service. This section is transferring to the E-Government team, in the ICT Service, in the Resources Directorate. Three additional full time equivalent advisors are also being recruited as well as a CCSC Manager and an Officer to manage the new Centre. In addition a Systems Administrator is also being recruited to support the Centre.

2.1.4 Systems

A number of new ICT systems are being implemented to maximise the benefits of new technology resulting in improved customer service. These include:

2.1.5 Customer Relationship Management System (CRM)

The CRM will record each contact with a customer. It is person specific, meaning that every interaction with Mr Jones of a specific address is recorded in one place. If he were to request a service, make a payment and ask for information, all these will be recorded in one user friendly place, allowing any advisor to deal with all these issues in one call. The CRM is designed to link in to existing back office systems so an advisor can view the progress of an enquiry. The CRM is installed and integration with back office systems is under development.

2.1.6 Frequently Asked Questions (FAQ)

This new software product is being used as a link from the CRM to assist staff in answering quick/ easy enquiries and as a self service function for the public on the website. When a customer telephones the Customer Service Centre the advisor will also be able to access this information source at the click of a button. The website will become the central source of information for residents, visitors and staff. Consequently it is even more vital that it is kept up to date and accurate. This system is currently being populated and will be live on the website shortly.

2.1.7 Knowledge Base

This is a scripting prompt from the CRM to assist staff in answering complex enquiries. This system has been built in house and is populated. The next stage is to demonstrate it to service experts for them to give final approval to the content.

2.1.8 Telephony Management System

A Telephony Management System will be installed shortly which will incorporate a new call management software system that provides facilities for queue management, skills based routing, voice mail, Interactive Voice Response, message announcements, back office expert availability, statistical measurement etc. The main aim is to manage the expectations of the customer and enable the authority to manage the contact centre resources efficiently.

2.1.9 **Procedures**

Process information packs have been created for each process in Environmental Services as a result of Business Process Analysis. They contain detailed information on the process including what information must be collected and what the customer needs to be informed about their request. This pack is used to create the knowledge base and frequently asked questions entries for each service plus agreed service response times. These are being signed off by the section managers.

2.2 The Website

2.2.1 Better Connected survey

Each year a survey of local authority websites entitled *Better Connected* is carried out by the Society of IT Managers (SOCITM). In this assessment the Council retained the Content Plus rating, see Appendix 1. Denbighshire was listed in the top four Welsh Unitary Authorities, see Appendix 2. The Council's website was also ranked 41st in a UK wide survey of website usage, see Appendix 3. In

addition, the Council was quoted as an example of good practice when dealing with e-mail enquiries via the website.

2.2.2 Online Services

The number of Council transactions that the public can complete via the website has increased. It also contains useful links to online services available via external agencies. Council services available online are listed in Appendix 4.

2.2.3 Geographic Information System (GIS)

A GIS has been purchased for the website and is currently being implemented. This enables the Council to publish interactive maps on the website which will enable the public to search for local amenities, or areas e.g. of outstanding natural beauty, or their local Councillor.

2.2.4 Online payments

A new online payments system has been purchased by Finance. It is currently under development for Council Tax payment and NNDR. Several departments have shown interest in using it, notably catering, archives, libraries and planning.

2.2.5 Software to analyse website usage

New Evisitanalyst software has been installed which produces statistics on website usage, for example how many hits each service's webpages receive and statistics to monitor the quality of the website.

2.3 Business Process Analysis (BPA)

2.3.1 BPA is carried out on processes across the Authority. As there is limited staff resource to carry out this analysis, processes which have high levels of interaction with the public are prioritised. A process is documented, challenged in conjunction with the Service, and subsequently re-engineered to make the Council more efficient and effective. This aims to make the process more customer focused and often utilises technology to improve efficiency. An action plan is created, in agreement with the Service, which the Service is then expected to implement. BPA also determines how much of a process can be delivered by a front office i.e. a One Stop Shop or call centre.

2.3.2 In 2004/05 BPA was completed on:

- 'Request to foster or adopt',
- 'Report fly-tipping',
- 'Report an abandoned vehicle',
- 'Request a bulky item collection',
- 'Report a road problem'
- 'Apply for a blue parking badge'
- 'Apply for a business grant'
- 'Conduct a land search'
- 'Apply for a housing renovation grant'
- 'School transport'
- 'Apply for a job with the Council'.

3 POWER TO MAKE THE DECISION

Section 3 Local Government Act 1999 -Best Value duty to secure continuous improvement.

4 IMPLICATIONS

The e-government initiative is crucial to changing the working processes within the Authority as it provides alternate access channels and improves service delivery. Primary funding for e-government is supplied by the Performance Improvement Grant. When this funding comes to an end alternative revenue funding will need to be approved.

5 FINANCIAL CONTROLLER STATEMENT

Part 4 above highlights the Performance Improvement grant as a major source of funding for this service area. The P.I grant is in place until the end of 2006/7.

6 CONSULTATION CARRIED OUT

Cabinet approval of the Delivering Quality Services Strategy of 2001, IEG Statements of 2002 and 2003, various reports to MMC and SMTF. Annual consultation with the Citizens' Panel and an ongoing user survey on the website.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

This is a direct requirement to deliver the Council priorities in 2003/04 and 2004/05: "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."

8 RECOMMENDATIONS

8.1 That the information contained within the report be noted.

8.2 That approval is given to progress the e-government initiative in 2005/06 for further website development, Corporate Customer Service Centre phases and Business Process Analysis.

Appendix 1 – Welsh Unitary Authorities

Welsh unitaries	Site classification 2005	Improvement from 2004	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Links elsewhere	Currency	News value	E-mail response (days)	Forms	Services	Participation	Use of search	A to Z	Navigation	Accessibility	Readability	Resilience (errors)	Resilience (availability)	Resilience (home page)	Web statistics	Scenarios and themes	'Yes' to questions
Blaenau Gwent CBC	C		0	1	2	1			3	1	0	0	1	1	1			C	C	D		8	13	
Bridgend CBC	C		0	1	1	2			1	0	5	1	1	1	2			C	A	B		9	14	
Caerphilly CB	C+	✓	1	1	2	1		2	1	0	7	1	2	1	1			C	B	A		12	20	
Cardiff County	C		1	1	2	2			1	0	4	2	0	0	1			D	A	C		9	15	
Carmarthenshire CC	C+	✓	1	1	2	1		3	1	1	9	1	2	1	1			B	B	C		14	24	
Ceredigion CC	C+	✓	1	1	2	2		1	-	1	9	0	1	2	2			B	A	C		15	26	
Conwy CBC	C		1	1	1	2			1	0	4	1	2	0	1			A	A	B		10	17	
Denbighshire CC	C+		2	1	2	2		2	1	1	6	0	1	2	2			D	A	E		14	28	
Flintshire CC	C+	✓	2	1	2	1		3	1	0	7	1	1	1	2			C	B	C		13	24	
Gwynedd CC	C+		1	1	2	2		2	1	1	7	0	3	2	2			D	A	B		17	23	
Isle of Anglesey CC	C		1	1	1	2			-	0	1	0	1	1	2			C	A	B		11	14	
Merthyr Tydfil CBC	C	✓	2	1	2	2			1	0	1	0	1	2	2			N/a	A	B		14	17	
Monmouthshire CC	C+	✓	1	1	2	2		2	-	0	3	1	2	1	3			C	A	C		15	20	
Neath Port Talbot CBC	C+	✓	2	1	2	2		3	1	2	3	0	1	0	1			C	B	C		12	24	
Newport CBC	C		1	1	1	1			1	1	3	0	0	2	1			C	A	A		9	16	
Pembrokeshire CC	P		1	1	2	0			-	0	4	0	2	1	2			C	A	A		11	11	
Powys CC	P		1	1	1	2			1	0	5	0	2	2	1			B	A	A		12	16	
Rhondda,Cynon Taff CBC	C		0	1	1	1			-	1	2	0	1	1	1			C	B	B		8	13	
Swansea, City & County	C+	✓	1	2	2	1		3	-	1	9	0	1	0	1		38.9	C	A	E		11	25	
Torfaen CBC	C		1	1	1	1			1	0	4	0	1	1	1			C	A	D		9	13	
Vale of Glamorgan	C+	✓	2	2	2	1		3	-	1	1	1	2	2	2			D	A	E		14	19	
Wrexham CBC	T		1	2	2	0		3	-	2	9	0	2	2	1		50.3	C	C	B	✓	15	29	

Appendix 2 – The top Welsh Unitaries

Welsh unitaries

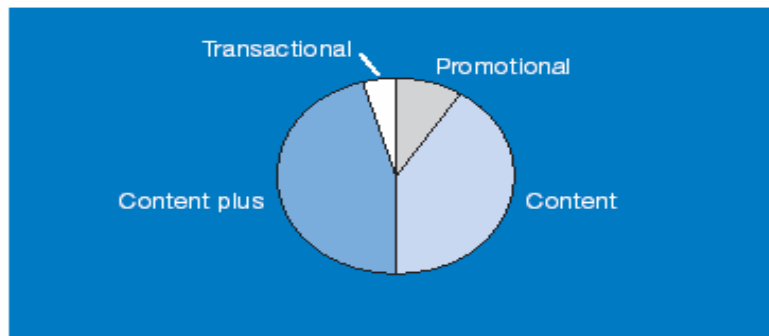


Chart 7f Development in Welsh unitaries

Although for the third year running there is just one T site and not too many others in sight, there has been some modest improvement as eight councils have pushed up into C+ status (with one slipping back). As sites in England improve faster, the evidence suggests that Welsh councils do not advance as quickly, perhaps because of the lack of policy and difficulty in obtaining funding support from the Welsh Assembly.

We should always remember that Welsh sites have a particular challenge that no other local government sites have in the obligation to support bi-lingual audiences. This is clearly a harder task than supporting one primary language, taking up resources that might in England be devoted to improvements.

The top Welsh unitaries

- Ceredigion CC
- Denbighshire CC
- Swansea, City & County
- Wrexham CBC (transactional site)

Appendix 3 – Survey of website usage

1 Results of Top 100 sites (weighted by population)

	Type	Visits/head of population	Market share of visits	Ranking (unweighted)	Ranking (weighted)	Ranking (diff)	Region	Top site
Corporation of London	LB	58.45	0.42%	62	1	61	London	
Rutland CC	EU	14.76	0.51%	44	2	42	E Mids	
Aberdeen City	SA	6.60	1.40%	4	3	1	Scotland	
Western Isles	SA	5.28	0.14%	218	4	214	Scotland	
Milton Keynes	EU	4.97	1.03%	9	5	4	S East	
Cambridge City	SD	4.78	0.52%	43	6	37	East	
Isles of Scilly	EU	4.64	0.01%	446	7	439	S West	
Isle of Wight	EU	4.45	0.59%	36	8	28	S East	✓
Dundee City	SA	4.26	0.63%	30	9	21	Scotland	
Newcastle upon Tyne City	MD	3.89	1.01%	10	10	0	N East	
Shetland Islands	SA	3.64	0.08%	324	11	313	Scotland	
Lincoln City	SD	3.62	0.31%	97	12	85	E Mids	
Wrexham CBC	WA	3.58	0.46%	54	13	41	Wales	✓
Aberdeenshire	SA	3.22	0.73%	22	14	8	Scotland	
Orkney Islands	SA	3.12	0.06%	358	15	343	Scotland	
Stirling	SA	3.02	0.26%	120	16	104	Scotland	
Westminster	LB	2.98	0.54%	42	17	25	London	✓
Manchester City	MD	2.98	1.17%	6	18	-12	N West	
Herefordshire	EU	2.96	0.28%	107	19	88	W Mids	
Nottingham City	EU	2.96	0.79%	16	20	-4	E Mids	
Chichester DC	SD	2.91	0.31%	100	21	79	S East	
Richmond	LB	2.86	0.41%	65	22	43	London	
Tameside MBC	MD	2.86	0.61%	33	23	10	N West	✓
Bath & North East Somerset	EU	2.72	0.46%	55	24	31	S West	
Hampshire CC	CC	2.71	3.36%	1	25	-24	S East	
Weymouth & Portland BC	SD	2.67	0.17%	181	26	155	S West	
York, City of	EU	2.65	0.48%	48	27	21	York/Humb	
Brent	LB	2.58	0.68%	26	28	-2	London	✓
Carmarthenshire CC	WA	2.53	0.44%	60	29	31	Wales	
Argyll & Bute	SA	2.41	0.22%	144	30	114	Scotland	
Angus	SA	2.40	0.26%	121	31	90	Scotland	
Kensington & Chelsea	LB	2.39	0.38%	73	32	41	London	✓
Cardiff County	WA	2.39	0.73%	21	33	-12	Wales	
North Cornwall DC	SD	2.36	0.19%	163	34	129	S West	
Wolverhampton MBC	MD	2.33	0.35%	84	35	49	W Mids	
Dartford BC	SD	2.33	0.20%	153	36	117	S East	
Dumfries & Galloway	SA	2.28	0.20%	157	37	120	Scotland	
Cornwall CC	CC	2.15	1.08%	7	38	-31	S West	
Highland	SA	2.15	0.45%	57	39	18	Scotland	
Waltham Forest	LB	2.15	0.47%	51	40	11	London	
Denbighshire CC	WA	2.15	0.20%	155	41	114	Wales	✓
Eastbourne BC	SD	2.12	0.19%	159	42	117	S East	
Rother DC	SD	2.11	0.18%	169	43	126	S East	
Kingston upon Hull City	EU	2.09	0.51%	46	44	2	York/Humb	
Gloucester City	SD	2.09	0.23%	129	45	84	S West	
Cheltenham BC	SD	2.09	0.23%	134	46	88	S West	
Bournemouth BC	EU	2.08	0.34%	89	47	42	S West	
Swindon BC	EU	2.05	0.37%	74	48	26	S West	
Bristol City	EU	2.05	0.78%	17	49	-32	S West	✓
Suffolk CC	CC	2.05	1.37%	5	50	-45	East	

Appendix 4 - Online services available on the website

General

Change of address
Pay money to the Council
Find a school
Search for tourist accommodation
Find the name of a local councilor
Find a recycling centre
Find your council tax band
Receive your council tax by email

Report a problem

Report a street light fault
Report a council housing repair
Report a missed refuse collection

Make an application

Apply for planning permission
Apply for building regulation consent
Apply for library membership

Contact the Council

Give feedback on Council services
Email a general enquiry about Council services
Give feedback on our website
Email the webmaster about our website

Make environmental health complaints

Report dog fouling
Report a lost dog
Report a noisy dog
Report a stray dog
Request pest control
Make a complaint relating to food premises/purchases
Request food advice
Report suspected food poisoning
Report a noise pollution incident
Report a public nuisance
Report a potential Health and Safety problem
Request Health and Safety advice
Report a water quality problem

Frequently Asked Questions

**CABINET
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
SEPTEMBER 2005	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Tir Morfa Phase II <i>Approval for commencement of Phase II</i>	Councillor D Owens I Lloyd Roberts
Ruthin Craft Centre <i>Details the findings of the development study and to decide the way forward</i>	Councillor S Roberts T Hughes
Customer Service Centre Update	Councillor S A Davies P Wickes
Housing Regeneration Strategy Grants and other assistance to improve the quality of private sector housing	Councillor P A Dobb G Boase
Improving Housing Stock <i>Further consideration of stock transfer options and stock retention with prudential borrowing</i>	Councillor P A Dobb P Quirk
ESTYN Self Assessment Report	Councillor M A German R Ellerton
Local Development Plan Strategic Options / Issues Paper	Councillor E W Williams G Boase
Communities First	Councillor M A German S Ellis
Social Work Inspection	Councillor M A German N Francis
Learning Disabilities	Councillor M A German N Francis
Emergency Duty Team – Adults and Children	Councillors PA Dobb/MA German N Ayling/N Francis
Adult Protection	Councillor P A Dobb N Ayling
Social Services Inspectorate for Wales Adult	Councillor P A Dobb

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
Service Report / Action Plan	N Ayling
Fees and Charges <i>Domiciliary Care / Nursing Homes</i>	Councillor P A Dobb N Ayling
Supporting People Operational Plan	Councillor P A Dobb N Ayling
Rural Strategy	Councillor P A Dobb N Ayling
OCTOBER 2005	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden
Approve Deposit Local Development Plan for Public Consultation	Councillor E W Williams G Boase
Provision of School Meals: Service Options <i>Sets out the current situation and way forward</i>	Councillor D Owens G E Brooks
New 3 Year Library Plan	Councillor S Roberts H Griffiths
Meals Provision	Councillor P A Dobb N Ayling
Welsh Language Scheme Revision <i>Scheme due for revision following guidance issued by Welsh Language Board</i>	Councillor S A Davies C Bennett
NOVEMBER 2005	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden
Approve Deposit LD Plan for Public Consultation	Councillor E W Williams G Boase
Managing School Places: Proposals for Consultation	Councillor D Owens G E Brooks
Transport Review	Councillor P A Dobb N Ayling
DECEMBER 2005	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Urdd Eisteddfod	Councillor S Roberts
JANUARY 2006	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] Provides an update of the Revenue Budget position for 2005-2006	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb / P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden