

**CABINET**

Minutes of the Cabinet meeting held in Conference Room 1, County Hall, Ruthin on Tuesday 25 April 2006 at 10.00 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 and J Thompson Hill, Lead Member for Property and Asset Management.

Observers: Councillors J R Bartley; R E Barton; M LI Davies; G C Evans; K N Hawkins; C L Hughes; M M Jones and J A Smith.

**ALSO PRESENT**

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

**APOLOGIES**

Councillor E W Williams, Lead Member for Environment; Corporate Director: Environment and the Corporate Director: Lifelong Learning.

**ANNOUNCEMENT**

Councillor E C Edwards informed Members of the death of Peter Law MP / AM. He paid tribute to Peter whom he had known for over 30 years and said he had been a great ambassador for Wales. The Chief Executive agreed and added that whilst he was Minister for Local Government he had been instrumental in the write off of the inherited Denbighshire debt. The Leader agreed to send a sympathy card to Peter Law's family on behalf of the Authority. Members stood in silent tribute.

**1 URGENT MATTERS**

There were no Urgent Matters.

**2 MINUTES OF THE CABINET**

The Minutes of the Cabinet meeting held on 21 March 2006 were submitted.  
Accuracy:

Item 8 Capital Prioritisation - Councillor P A Dobb said improved facilities were required at Aberwheeler and a study into the practicalities of new build on a leased site was required.

High School Item - Councillor P J Marfleet clarified the position regarding the provision of £100k investment in fire alarm systems.

Matters Arising:

North Wales Secondary Care Review - Councillor S A Davies said a disappointing reply had been received from Dr Gibbons, Minister for Health and Social Services to the letter sent by the Authority regarding various issues. The Corporate Director: Social Services and Housing agreed with the Chief Executive that the reply was wholly inadequate and Members agreed that a further letter be sent pressing for answers to the important issues raised.

School Toilets - Councillor D Owens updated Members regarding the situation and said that 11 refurbishments had been carried out the previous year and £180k was available for the coming year's work. A meeting was to be held within a week at which work prioritisation would take place. This would then be followed by a meeting with representatives from some school councils. Councillor P A Dobb reminded Councillor Owens that Ysgol Llanbedr had been on the priority list for some time and that it was important that it was not moved down the list. Councillor Owens agreed to send a copy of the complete priority list to all Members for information.

The Chief Executive explained there was no High School present at the meeting as the Cabinet papers had been produced during the course of the Easter holidays and the Policy Unit had therefore been unable to go to the school to brief the pupils.

Cabinet Minutes - it was agreed that the Cabinet Minutes would be circulated to Cabinet Members prior to their despatch and if there were issues/amendments regarding the minutes, Members should contact the Cabinet Officer. This should mean no amendments would be required to the minutes at the meeting.

***RESOLVED*** that, subject to the above, the Minutes of the Cabinet meeting held on 21 March 2006 be approved as a correct record and signed by the Leader.

### **3 UPDATE ON CORPORATE IMPROVEMENT ASSESSMENT**

The Chief Executive presented the report for Members to note the progress made to date and to agree the work that was ongoing and the future actions.

He referred to praiseworthy achievements by staff, for example the Revenues collection had been amongst the worst in Wales 4 years ago and now it was amongst the best and the improvement was being sustained.

In regard to school improvements KS3 and KS4, he stressed there was a need to sustain focus on the issues for a few years. He said stability of placement was required for looked after children within Children's Services.

The Chief Executive went on to stress the need to continue to focus on organisational development work, in particular sickness absence improvements within the HR Management; more services to be accessed through the Customer Contact Centre; and a review to be carried out of how Support Services are delivered.

In response to a query from Councillor P A Dobb regarding the need for a common approach to the high risk issue of project management, the Chief Executive said that the Corporate Executive Team met on a monthly basis as an overseeing body for projects. He agreed it was important to keep track of issues and any problems that arise had to be resolved. Further project managers were required for example for the Scala project and a senior officer was required to oversee the work of the team.

Councillor E C Edwards said he was a firm believer and supporter of both the Corporate Executive Team and Monthly Management Conference meetings and asked that more information from these meetings should be forwarded to all Members on a regular basis. He said it was imperative that information on all projects should be provided in a timely manner for the Area Elected Members' Groups. He also said a review of the scheme of delegation was required and he hoped that officers would ask all Members for their views on the current scheme.

The Deputy Chief Executive / Corporate Director: Resources, in response to a query from Councillor R W Hughes, said the Focus Group work had been pulled together and could be used as a benchmark for future work. Each Directorate had different approaches on involving their staff.

In response to a query from Councillor M LI Davies, the Deputy Chief Executive / Corporate Director: Resources agreed the figures in the report for the Craft Centre had been overtaken by events and the latest figure was that contained in the Capital Plan report, which had been produced at a later date.

***RESOLVED*** that Cabinet note the progress being made and endorse the areas for improvement and development as detailed in paragraphs 2.5 and 2.6 of the report.

#### **4 ACHIEVEMENT AGAINST IMPROVEMENT PLAN 05/06 WORK PROGRAMME**

Councillor R W Hughes presented the report for Members to note progress against the key targets in their portfolio in the Improvement Plan's Work Programme as attached at Appendix I to the report and request further information where required.

Councillor Hughes said some progress had been made but further achievements were still required.

The Policy Unit Manager said the 3 year work programme was being produced, alongside the 2006 programme and a draft report would be prepared for the May 2006 Cabinet meeting.

Members briefly outlined progress within their Portfolios:

Councillor P A Dobb referred to the extra care housing in Rhyl and said tenders were being evaluated and they were on target to commence building in July. The Welsh Assembly Government had informed the Authority that the numbers of homeless families in bed and breakfast accommodation would not affect the PIG grant. She congratulated staff on work done to meet the targets.

Councillor E C Edwards referred to the lack of staffing following the retirement of the Principal Community Safety Officer and said a Crime and Disorder team was required to work within the strong partnership created with the North Wales Police. He referred to the targets not met and said achievable and more positive targets should be set. Councillor R W Hughes agreed that targets such as reducing violent crimes by 15% seemed unrealistic and had been set by Central Government as Police targets. Therefore, what we reported should be re-examined. Councillor Edwards said the Authority had signed up to some of the targets with the North Wales Police and the Authority should be challenging them on the targets. The Policy Unit Manager said the Authority had a community safety theme and the Authority could select which targets should be included.

Councillor D Owens said work was ongoing on KS1 and KS2 targets. He then referred to the partial achievement on SEN expenditure but reminded Members that the service was demand led and the Authority would not always be able to provide the service within the budget set.

Councillor R W Hughes said Economic Prosperity would now be renamed Economic Growth Strategy. She said the target not achieved for any ward in the County being included in the top 20 most deprived wards in Wales by 2007 was more of an aspiration than an achievable target. She felt the target should be re-examined.

The Chief Executive referred to the good work carried out to achieve targets in the Environment Directorate.

Councillor M A German said progress was being made on the Children and Young People targets. Social Worker pay was currently going through the Job Evaluation process.

Councillor P J Marfleet said the Organisational Development Programme was progressing well. Efficiency savings would continue to be monitored and identified. Although the procurement target had been exceeded it was

important that the target did not become unrealistic as service delivery had to be balanced alongside.

In response to a query from Councillor R E Barton regarding the reporting of targets to Informal Cabinet, Councillor R W Hughes said reporting would be carried out through Informal Cabinet, Scrutiny and Cabinet.

The Deputy Chief Executive / Corporate Director: Resources, in reply to a question from Councillor R E Barton, said financial reserves had to be balanced with service delivery and the Authority's reserves were gradually being built up.

**RESOLVED** that Members note progress against the key targets in their portfolio in the Improvement Plan's Work Programme as attached at Appendix I to the report.

## **5 WORKING TOGETHER AS THE WELSH PUBLIC SERVICE**

Councillor R W Hughes presented the report seeking Members' consideration of the progress the Authority was making to meet the collaboration strand of the 'Making the Connections' agenda and request further information and/or action where required. Members were also asked to note the minutes of the first Regional Partnership Board meeting held in Wrexham on the 3 February 2006. Members were asked to agree in principle to support a partnership initiative between North Wales Authorities and North Wales Police in establishing a joint Single Non Emergency Number Call Centre. She said North Wales Authorities were prepared to work together and the first meeting had been very productive and augured well for the future.

Councillor Hughes said a Local Strategic Partnership would be set up following agreement of the Vision for the Authority. Referring to the Single Non Emergency Number, she said she hoped that this would become a reality for North Wales.

Councillor P J Marfleet said he supported collaboration work on a regional basis and hoped for continuity amongst the Authorities.

The Chief Executive reported on his attendance at the Central Wales Plus Partnership Board meeting and said Denbighshire would also be part of this collaboration.

Councillor E C Edwards, referring to the proposed Single Non Emergency Number project, said he recognised the importance of the project and had attended meetings where the project had been discussed but said caution should be exercised as the venture could be expensive for the Authority. He said if the Home Office / Office of the Deputy Prime Minister wanted to introduce such initiatives they should provide the funding.

Councillor M A German said the public should be reminded, via County Voice, to contact their local Members to deal with some of the issues such as graffiti

or street lighting and this could relieve pressure on the Authority's own Contact Centre.

Councillor P J Marfleet said the public should be encouraged to make as much use as possible of the web site as this was the most cost effective way of contacting the Authority.

**RESOLVED** that Members note the progress the Authority is making to meet the collaboration strand of the 'Making the Connections' agenda and note the minutes of the first Regional Partnership Board meeting held on the 3 February 2006 in Wrexham.

*Members agree in principle to the Single Non Emergency Number initiative subject to receiving further information relating to the practical and financial implications to the Council*

## **6 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) (revenue and capital) for 2005-2006, which showed a potential net underspend of £156k at the year end against the revised budget. This is a reduction of £111k in the projected under spend to that reported at the end of February with the main reason for the change being an increase in repairs and maintenance expenditure which had occurred because of a general increase in repairs reporting and particularly because of a greater than expected number of void properties recently presented requiring significant refurbishment or maintenance.

In response to a query, the Head of Housing Services said the new Housing Revenue Account Subsidy arrangement for private sector leasing scheme for the homeless was very complex and further guidance was required. The subsidy was being funded by H M Treasury and not the Welsh Assembly Government. The Authority's claim limit was £374k but some negative elements had to be taken into account. The subsidy would be used, where possible, to provide additional accommodation for the homeless as an alternative to using bed and breakfast accommodation.

The Head of Housing, responding to a further query from Councillor Marfleet, said a full review of garages in the Authority's ownership was to be carried out later in the year and maintenance requirements would form part of the review. Councillor E C Edwards suggested that the review should include the use the tenants made of the garages as some tenants were causing a nuisance in some areas.

**RESOLVED** that Cabinet note the latest financial forecast position [revenue and capital] of the Housing Revenue Account for 2005-2006 and the rolling forward of the capital plan to the next financial year.

## **7 REVENUE BUDGET 2005-2006**

Councillor P J Marfleet presented the report asking Members to note the budget performance figures for the current financial year.

The potential underspend currently totalled £806k, excluding the schools' delegated budget. The Lifelong Learning forecast overspend had been reduced by £65k due mainly to £30k additional income from the Health Board for speech and language therapy. The forecast for capital financing charges showed a further £190k underspend, due in part to improved investment income but mainly as a result of accounting changes caused by the audit of the 2004/05 accounts. A good outcome had been achieved and officers in all Directorates were to be congratulated for their hard work.

In response to a query, the Financial Controller said the new fully staffed Joint Emergency Planning Department, would not cost the Authority any more.

**RESOLVED** that Members note the budget performance figures for the current financial year as detailed in the appendices to the report.

## **8 CABINET FORWARD WORK PROGRAMME**

Councillor S A Davies presented the Cabinet Forward Work Programme.

**RESOLVED** that Cabinet note the Cabinet Forward Work Programme.

## **9 ALCOHOL CONSUMPTION IN DESIGNATED PUBLIC PLACES**

Item withdrawn.

## **10 URGENT ITEMS**

There were no Part I Urgent Items.

## **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 20 of Part 4 of Schedule 12A of the Local Government Act 1972.

## **PART II**

## **11 CAPITAL PLAN**

Councillor P J Marfleet presented the report for Members to note the latest projected position on the 2005/06 and 2006/07 element of the Capital Plan.

Councillor Marfleet expressed his concern that there was currently a funding shortfall on some major projects, which had arisen as a result of a reduction in the SBIG grant, increases in costs and the fact that reliance had been placed on European grant applications that had not been successful. Discussions had taken place in the Corporate Executive Team about ways of addressing the shortfall. He suggested that some plans might need to be revised or some projects should slip to the following year. Support would be required from both officers and Council Members to address the situation.

Councillor S Roberts echoed Councillor Marfleet's comments and said she was disappointed with the status of the projects.

Members discussed the way forward and agreed with Councillor P A Dobb that the report resolution should be amended, with a view to ensuring the projects were delivered, even if they were delayed.

Members agreed the Corporate Executive Team should consider the projects carefully. The Chief Executive said it could be possible to make adjustments to timings within the capital programme which would help address the situation.

Councillor P A Dobb expressed her concern should individual businesses be affected if there were delays in starting any projects, and asked that she, Councillor E C Edwards and Councillor E W Williams be advised of any difficulties with projects in their area as soon as possible. Councillor M M Jones asked that local Members be also kept informed.

Following further discussion, it was

**RESOLVED** that Members:

- [i] note the position of the 2005-2006 and 2006-07 element of the Council's agreed 3 year Capital Plan*
- [ii] agree that the Corporate Executive Team seek clarification of the external funding position for major projects*
- [iii] agree that officers provide all Cabinet Members and relevant Local Members with a report on the current situation regarding key project progress as soon as possible.*

The meeting concluded at 11.50 a.m.



**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR R HUGHES LEADER**

**DATE: 23 MAY 2006**

**SUBJECT: JOINT WORKING ON THE ADMINISTRATION OF PENALTY CHARGE NOTICES (DECRIMINALISED PARKING)**

**1 DECISION SOUGHT**

- 1.1 Agreement by Members in principle to enter into joint arrangements for the function of the administration of penalty charge notices.
- 9.2 That the functions of the joint service be discharged through the existing TAITH Committee.
- 9.3 That any decisions on behalf of the Council relating to amendments to the constitution of TAITH, or any other decision in accordance with the policy and budget framework which arise from this collaboration and would otherwise fall to Cabinet to decide, be delegated to the Lead Member for Environment.

Please note an amended version of this report will be presented to all six authorities in parallel to build a collective approval for the project.

**2 REASON FOR SEEKING DECISION**

- 2.1 Following a two day symposium on the 2nd and 3rd of February 2006, the North Wales Regional Partnership Board signed a 'Statement of Intent' and agreed to progress six collaborative projects: decriminalised parking, telecare, contact centres, school transport, planning/environment/biodiversity and revenues.
- 2.2 Stage I applications were made to the Making the Connections Improvement Fund for the production of feasibility studies for all but the Contact Centre and only the planning/environment/biodiversity project was unsuccessful. All six projects will however, continue to be progressed.
- 2.3 Each of the six authorities is leading on a project with Denbighshire County Council leading on decriminalised parking. The Authority commissioned a report by consultants which is attached at Appendix I.
- 2.4 The consultants were asked to investigate the feasibility of undertaking the administration of penalty charge notices, which involves dealing with correspondence, appeals, representations, court action, debt recovery and related matters on a centralised basis, for all six councils.

2.5 The report identifies a total of sixteen key recommendations which endorse the view of the North Wales Regional Partnership Board that it would be more efficient for Councils to work together to establish and operate a central notice processing unit and proposes that this should be based at Denbighshire.  
It is further recommended that TAITH fulfil the constitutional role of a joint committee to govern the joint service.

2.6 The first stage feasibility study, brief for the second stage study, and the early implementation proposals, have been submitted to the Assembly to secure the provisional funding offer. An update will then be presented to the Regional Partnership Board on the 16 June.

### **3 POWER TO MAKE THE DECISION**

3.1 Section 2 of the Local Government Act 2000 (power of well-being) and Section III of the Local Government Act 1972 (incidental powers).

### **4 COST IMPLICATIONS**

4.1 £30k for the project has been received from the Making the Connections Improvement fund. The first stage of the consultant's project cost £12k and £3k will be paid for additional work. The set up costs of a centralised unit have not yet been fully identified but these would be covered by the partner authorities as Denbighshire County Council has previously made its contribution. Additionally, there is a £15k residue from the Improvement fund to cover any contingencies.

### **5 FINANCIAL CONTROLLER STATEMENT**

5.1 Initial costs appear to be fully funded with reasonable provision available for the costs of operating the expended service.

### **6 CONSULTATION CARRIED OUT**

6.1 The project has been agreed in principle by the North Wales Regional Partnership Board and has been discussed by a regional officer project group. Initial proposals were presented to the strategic directors or TAITH in May who were equally supportive of the project.

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

7.1 The project supports the Council's policy and financial planning framework by contributing to the value for money and collaboration agenda. The collaboration should also improve customer service, capacity and resilience to risk as well as reducing costs.

## 8 ACTION PLAN

Action	Lead Member/Officer	Deadline
Regular report to Cabinet on collaboration projects, with Partnership Board minutes	Leader/Ian Miller	Every 4 months : next report in July 2006

## 9 RECOMMENDATIONS

- 9.1 That Members agree in principle to enter into joint arrangements for the function of the administration of penalty charge notices.
- 9.2 That the functions of the joint service be discharged through the existing TAITH Committee.
- 9.3 That any decisions on behalf of the Council relating to amendments to the constitution of TAITH, or any other decision in accordance with the policy and budget framework which arise from this collaboration and would otherwise fall to Cabinet to decide, be delegated to the Lead Member for Environment.

**THE NORTH WALES LOCAL AUTHORITIES**

**THE IMPLICATIONS OF CENTRALISING  
THE PROCESSING OF PENALTY CHARGE NOTICES**

**STUDY REPORT**

**Prepared by:**

**RTA Associates Ltd  
Albury House  
Church Way  
Sparsholt  
Wantage  
OX12 9PY**

**Tel: 01235 751287**

**March 2006**

## 1 INTRODUCTION

- 1.1 The decriminalisation of parking enforcement (DPE) is the process whereby the responsibilities for on-street parking enforcement transfers from the Police to the local authority in an area. This process has been gradually spreading across England and Wales, starting with the London Boroughs in 1994. It is a basic element of Government transportation policy, enabling more resources to be applied to helping to maintain the free and safe flow of traffic, and the accessibility of town centres. The generated income is retained locally, instead of going to central Government, which helps councils to move towards having financially well balanced accounts for overall off-street and on-street parking management.
- 1.2 All six of the Councils in North Wales have started down the path of the adoption of these powers; Denbighshire introduced them some 21 months ago, and have been operating the scheme successfully since that time. The other five Councils are all at various stages in terms of the adoption, ranging from having investigated the financial and operational implications of the project, through to having a date for implementation later this year, or during 2007.
- 1.3 The introduction of the powers comprises two major aspects:
- The development of an enlarged enforcement team who can enforce all on-street and off-street regulations;
  - The administration of the resulting enforcement notices, which involves dealing with correspondence, appeals, representations, court action, debt recovery, and related matters.
- 1.4 This report has been commissioned by Denbighshire County Council on behalf of the six North Wales Councils to investigate the feasibility of undertaking the latter administrative aspects on a centralised basis, for all six Councils. The report sets out the reactions of the six to that concept, how the revised arrangements could be implemented, a timescale for that to occur, and the major implications of a decision to go down this path.

## 2 EXECUTIVE SUMMARY

- 2.1 Decriminalised parking enforcement (DPE) has been introduced by Denbighshire CC, and is being considered for implementation by all of the other authorities of North Wales. DPE is a Government policy and sooner or later, all local authorities will have to apply for the powers.
- 2.2 DPE conveniently breaks into 2 major aspects - the on-site enforcement of off-street car parks and on-street regulations, and the processing of the resulting penalty charge notices (PCNs). The on-site enforcement is clearly a local responsibility, and there will be no cost savings or efficiency improvement achievable by the six authorities undertaking those tasks jointly.
- 2.3 The processing of the notices is quite different; it is a back office function, specialist in nature, and heavily dependent upon skilled staff and purpose built IT systems. It is also a very sensitive public service, which generates a considerable amount of controversy. Processing parking tickets does benefit from being handled by a larger group of staff, offering in particular, opportunities to save on capital investment, to invest in automation to help maintain costs and to improve service delivery, and to provide a service which is less vulnerable than when carried out by disparate small groups of staff.
- 2.4 There are aspects of ticket processing which may be best handled locally, and detailed discussions will be required to determine each authority's exact wishes in this regard; most of the authorities are so unfamiliar with the process that they are not yet in a position to be able to address that issue.
- 2.5 The six authorities are in main, cautiously supportive of the concept of joint working for ticket administration; only Conwy, which is close to live implementation, has major concerns about this.
- 2.6 The report recommends that Denbighshire is best placed to set up a central team, and that this should occur in a gradual manner, starting as soon as possible in conjunction with the other authorities. DCC will need to develop the means to account for this operation, and to recharge costs and apportion income. None of this is new - Lancashire County has had a similar service for 12 Districts for about 18 months.
- 2.7 Costs should be shared on an equitable basis, such as the annually predicted numbers of parking tickets to be issued, while income should be apportioned according to the receipts from the processing of PCNs for each Council.
- 2.8 DCC's existing IT system should be used as the basis for this development, although questions are raised about procurement of the upgrade in the context of Council Standing Orders.

- 2.9 A Parking Board should be constituted to provide the monitoring framework for ensuring efficient and equal service delivery across all of the six Councils. Membership of the Board should be an elected Member and deputy from each Council, plus officer representation. As an alternative, the purpose and operation of TAIH provides a close model to that required for the purposes of operating a joint service. The Constitution and detailed working of TAIH would need review if this were to be considered, but in the interests of avoidance of duplication of functions, it is suggested that this option should be seriously considered.
- 2.10 Standard procedures for most parking enforcement matters will be essential to make this work; that in itself is a good thing, as it encourages uniform treatment of the public.
- 2.11 The service should encompass the interim ability to assist authorities to process their existing Excess Charge Notices to facilitate their introduction of DPE.
- 2.12 The service may in due course, be opened up to offer similar processing services for other Welsh authorities; there is known to be demand for such assistance.

### **3 THE BRIEF**

- 3.1 The project Brief is shown in Appendix 1 to this report. It calls for:
  - consultation with all of the authorities,
  - the preparation of a balanced financial assessment of the development of a centralised administration service,
  - a review of the legal implications of the authorities going down this path;
  - recommendations for the way forward;
  - a timetable for the next stages;
  - a proposed path for implementation;
  - an assessment of the operational implications for each authority.

### **4 THE BACKGROUND TO THE STUDY**

- 4.1 DPE has been around now since the Road Traffic Act of 1991 was put on the statute book; in the original stages, all London Boroughs had to adopt the powers. From 1995, authorities in England and Wales outside of London could opt to take on the powers, by application to the Department for Transport (or Welsh Assembly Government, as appropriate) and thence to Parliament. Taking on the powers is not a simple process, but it is one which costs authorities a significant amount of money before they can start to recoup their investment. It involves a lot of officer time

and external support, and typically takes an authority around 18 to 24 months from the time a formal decision is taken, to acquire and implement the powers.

- 4.2 Inevitably, it has been the larger Councils, with more pressing traffic management issues, which have led the way in adopting the powers. Numerically, around 180 Councils in England and Wales have now adopted the powers, and many more are making progress towards doing so. As the uptake has spread, smaller and more rural Councils are recognising the benefits of adopting the powers.
- 4.3 Throughout the whole of England and Wales, the Police Forces have moved their emphasis away from the responsibility for enforcing parking, to the point where traffic wardens are now a rare sight. It is understood for example, that there are very few wardens left in North Wales.
- 4.4 In more recent times, the Traffic Management Act of 2004 has reserved powers for the Government to require authorities to bring forward applications for the powers. These reserve powers have not yet been brought into use, and clearly, the Government would rather that authorities chose to make progress at their own pace. It does however, illustrate the broad policy intentions behind DPE.
- 4.5 Again in recent years, Government policy has moved towards encouraging joint working between public bodies where it can be shown to bring economies and efficiencies of operation. The report by Sir Peter Gershon, "Releasing Resources to the Front Line", dated July 2004, highlighted the opportunities for better back office operations in many areas of the public sector, as a means of reducing costs and improving service delivery to the public.
- 4.6 There are a small number of authorities which have already implemented some form of joint working in relation to DPE administration. The largest example is in Lancashire where all 12 authorities share to varying degrees, the services of "Parkwise", a County Council service to process the penalty charge notices (PCNs) issued by each of the second tier authorities in both on-street and off-street areas. There are no known examples where such joint working has been implemented between unitary authorities, although the consultants are not aware of any reason why this should not occur.
- 4.7 With these background elements, it is understood that Welsh Assembly Government has encouraged the local authorities in Wales to consider how and where joint working could be developed as a means of reducing costs and improving service delivery. The administration of DPE is clearly a prime candidate for this investigation, as it is still a very new service, only fully implemented by one of the North Wales Councils, but it is largely



a back office administrative service where economies of scale and efficiencies of operations would seem possible at first sight.

- 4.8 This project therefore set out to explore the opportunity which is created by this initiative, and to report on a proposed way forward.

## 5 HOW WOULD JOINT PROCESSING OPERATE?

- 5.1 As noted above, parking enforcement is largely about 2 main elements - issuing the PCNS and dealing with the results of having issued them.
- 5.2 Issuing the PCNs has to occur on-street and off-street using the same system and procedures - that was one of the key objectives of DPE, by removing the unnecessary distinction between what the police and traffic warden service did, and what the councils do in their car parks.
- 5.3 Issuing the PCNs is a very local service; there is little opportunity for economies of scale or efficiencies across an area the size of North Wales by any centralisation of this function. Also, this is possibly far more sensitive locally as this is where Members will see their policies being put into place through determining the number of staff to deploy, when to deploy them, where they are to enforce etc. The consultants therefore see no benefit in promoting any centralisation of enforcement.
- 5.4 The processes for dealing with the PCNs once issued can be set down in procedures, and largely automated by the use of IT systems. There is benefit in centralising this function on a reasonable scale. It is worth noting that the North Wales Police have a Central Ticket Office for dealing with the fixed penalty notices they issue across their whole area, and the consultants see a broad parallel in this context. It is not however, worth approaching the Police for assistance in this matter; their IT systems are not capable of handling the PCNs issued by the Councils under the civil debt recovery processes.
- 5.5 Dealing with PCNs which have been issued is a complex task; it involves handling large volumes of correspondence, telephone calls, payments by a variety of means, appeals, formal representations, external appeals, county court debt recovery and bailiffs. It takes considerable knowledge and skill to perform the task efficiently and effectively.
- 5.6 In the case of the six councils, it will be important that all participating authorities work together to develop joint procedures; as noted elsewhere, this is important for the public comprehension, but it would be impossible to have 6 different sets of procedures and have the work all being carried out in a single location by one team of staff. This would have to extend to the on-site enforcement procedures as well. The interpretation of what is, for example, a vehicle "parked out of bay" would

have to be standardised to avoid later debates and confusion amongst staff. To take this one step further, given that there would be a need for a single PCN IT system, then all Parking Attendants across the 6 Councils would have to use hand-helds computers running the same software, if not to have identical hand helds and printers. The consultants see no detrimental aspects of this, and indeed, believe that this offers scope for improving the application of DPE across the whole area.

- 5.7 This is not to say that each Council must have an identical service from the central team. The Road Traffic Act 1991 says that the authority which issues a PCN (i.e. whose name is on the front of the PCN) has a duty to consider formal representations against the issue of the PCNs within a defined period, and to provide a response within a period to the appellant. Many authorities consider that this means that they cannot do anything other than consider such representations themselves, even if other aspects are handled on their behalf by a third party. Clearly, this is a very sensitive aspect of the process; rejecting this representation opens the way for the aggrieved driver to appeal to the independent adjudicator, and may result in a refusal to pay, with the consequent implications of debt registration, bailiff proceedings etc. The vast bulk of PCN processing is relatively non-controversial; these aspects are very controversial. An estimate would be that 80% of the work is in the former category, while the remainder is in the latter.
- 5.8 As a result of this, the Councils may decide that they wish to retain in-house the responsibilities for certain aspects of the work such as:
- Decisions on formal representations;
  - Decision on which cases to register at County Court;
  - Preparation of cases for submission to the NPAS.
- 5.9 The staff resource to handle those aspects is difficult to estimate until the exact procedures can be worked out, in terms of which tasks are done centrally and which are done locally. In Lancashire, most councils operating remotely leave as much of the possible work as they can to the central team, and as a consequence, only have their Parking Manager to deal with these decisions. It has to be noted of course, that there are other local administrative functions required to support the parking operation, which are nothing to do with enforcement. This would include permit management, season ticket administration, cash collection and such matters.
- 5.10 However, even when a council decides to retain the sensitive aspects in-house, it does not mean that there is not a role and opportunity for centralisation of PCN processing. A “remote” Council could decide on the cases it wishes to refer to the County Court, but the actual file transfer, payment, paperwork despatch

to the County Court could be carried out by the central unit. The exact split of responsibilities is therefore best left to the individual Councils to agree, and indeed, a different arrangement could be provided for each of the 5 “remote” Councils. With time, the split may also change; advice on the interpretation of the requirement in the 1991 Act for authorities to consider appeals and representations varies from one legal person to another, but advice specifically taken in relation to this project was that it may be possible for the responsibility for appeals and representations to be delegated by an issuing Council to the Council managing a central unit. Equally, while there was broad agreement between most of the Councils on the principle of joint working, there was a marked difference between them in terms of who should deal with the “sensitive” aspects.

5.11 It would not be enough to have a central PCN unit which is providing a PCN processing service alongside that authorities’ own work; other councils would never feel they were receiving the priority they wanted, nor that their debt collection was as important as that for the Council hosting the service. The consultants believe that the answer here is to set up a Joint Board to monitor the central unit, and for that Board to comprise an elected Member from each Council (or an agreed deputy) plus an officer from each of the 6 Councils. The role of the Joint Board would be to:

- monitor the central unit against agreed performance criteria;
- compare results for the different authorities e.g. collection rates;
- Agree budgets for the central unit;
- Agree changes to service levels e.g. when moving traffic contraventions are to start to be enforced;
- Agree major policy changes as to how enforcement is carried out;

5.12 It would also not be acceptable to have a central service handed over to some third party organisation. The legislation clearly states that the local authorities which issue parking tickets have to be responsible for the consequences of their issue, particularly in terms of dealing with appeals and representation against their issue. This does not mean that authorities cannot contract out some aspects of the processing, even to private contractors, but it does mean they have to retain control and ultimate responsibility for the action of issuing the ticket in the first place.

5.13 It would be essential for joint operations that a single IT system is used for all 6 authorities. 4 of the Councils are either currently a user or are shortly to become a user of the SI-Dem system provided by SPUR Solutions of Havant. It is therefore sensible to recommend that this system be the one used as the basis for all of the authorities. Access to this IT system should be available

from the host Council to the other 5 Councils across the internet; they will need access to determine matters which they chose to retain locally, as well as to issue permits, manage dispensations and suspensions, and such relatively minor aspects of parking administration. It is understood from SPUR that normal access to the internet such as is available to the Councils would be sufficient for this purpose.

- 5.14 The hand helds used by each Council will send their PCN data over the internet to the central site; the accompanying digital photographs can also be transmitted by this means. Overnight transmission of these data is adequate, and the system routines can be established to ensure that the database is up to date by the following morning. In due course, as the costs fall and availability increases, the use of GPRS data transmission may become viable and result in real time transmission of PCN data to the central host computer. Likewise, if digital cameras attached to the hand helds reach the required specification, it may be possible to consider their real time transmission as well.

## **6 THE OPPORTUNITY FOR JOINT WORKING**

- 6.1 What is PCN notice processing? The legislation sets out just the broad parameters within which PCNs are to be dealt with following issue. For further process details, Councils tend to rely on their own constraints (such as Charters for dealing with correspondence) as probably most importantly, on established good practice in terms of knowing which procedures work better than other procedures.
- 6.2 The processing of PCNs relies heavily on information technology (IT) systems. The processes involve handling large numbers of PCNs, (c.85,000 across North Wales in due course) each of which will follow a path from issue to closure. Typically the issue of a parking ticket is not an event welcomed by the recipient; the result is that the PCN is frequently challenged and contested. It is entirely normal for only about 70% of all PCNs issued to be eventually paid, and for that payment to be received some time after the event.
- 6.3 The value of a PCN also changes with time and stage in the process; this is set by legislation, and is intended to encourage relatively rapid payment and a payment structure which reflects the amount of work being undertaken to determine liability and to effect administrative closure of each PCN. It does however, mean that normal payment receipting systems at local authorities do not immediately apply to PCNs.
- 6.4 The responsibility for payment of a PCN rests with the registered keeper of the vehicle; that implies that in many cases, authorities have to obtain those data from the DVLA. This is an automated file transfer process.

- 6.5 If a PCN is not paid after the appropriate stages, an authority can register the case with the Traffic Enforcement Centre (TEC) of Northampton County Court, for the prescribed stages of debt recovery. The end result of that process can be allocation of a warrant to a council appointed bailiff for recovery.
- 6.6 Those drivers who wish to appeal do so in the first instance to the authority which issued the PCN; if they are dissatisfied with the outcome of that initial representation, they are provided with the means to appeal to the National Parking Adjudication Service (NPAS) for an independent hearing.
- 6.7 Most of these interfaces between the council and the external bodies are based upon electronic systems of data transfer. IT systems are therefore fundamental to this.
- 6.8 Internally, within a council, notice processing systems must also interface to the cash receipting system as a minimum; increasingly, Councils are also linking the back office PCN system to the Customer Relationship Management (CRM) capability to help to provide a “one stop shop” concept to the public. Links to websites for on-line payments as well as for the provision of information to members of the public is also becoming increasingly common.
- 6.9 PCN processing is an administrative process where there is an optimum balance in terms of the amount of effort to be applied to each case. Very quickly, increasing effort on a case is met with declining ability to recover the debt. Hence the reason that on average, only about c. 70% of PCNs are ever recorded as being paid. More could be recovered, but at greatly increasing cost.
- 6.10 Equally, PCN processing is a process where only a degree of benefit can be achieved through scale of operation. It takes so long to answer a letter, or to assemble a case file to go to the adjudicator; reducing the time to do so can seriously affect the quality, and this has been one of the primary reasons why many councils have moved away from the use of contractors to deal with the back office PCN processing. Most councils want quality at this stage, and reducing the time spent on individual items can often only be at the cost of repeat work further down the process chain; for example, a fully considered, comprehensive reply to a first letter from a member of the public may answer a case. On the other hand, a badly written first reply letter may only engender a second letter to the elected Member or Chief Executive.
- 6.11 On the other hand, PCN processing can benefit in terms of efficiency from investment in equipment and in particular, in IT systems. Most councils which are processing significant volumes of PCNs, use document scanning to store copies of documents for filing and retrieval, they bar code all documents which should, or may, come back to them, they encourage on-line payments, and

they provide automated telephone services to allow the public to pay the PCNs day or night. These aspects can be quite costly to develop and manage; why have 6 on-line web based PCN payment systems when a single on-line service would cost a very similar amount and could have links from the other 5 authorities? The combination of such techniques enable councils to maintain low cost bases, whilst providing high quality public services. However, these services require investment to bring to fruition. This shows there are marked benefits in authorities getting together to develop such aspects jointly.

- 6.12 Consistency of dealing with the public is considered important in dealing with controversial aspects such as parking tickets. No-one likes getting a ticket, but when you feel you have been treated differently in one town from another town, it can only heighten the sense of aggravation. It is noted above that some parameters for the processing of PCNs are given in legislation. Much however, is not in the legislation, and can be determined locally. It makes considerable sense for authorities in a single area to work together to determine common procedures; this will aid public comprehension and reduce the reasons for contesting PCNs. This consistency can be achieved at quite low cost by having common procedures between authorities, and by applying these procedures across the whole geographic area of North Wales. It is easy to argue that this could be most easily achieved by having a single PCN processing centre.
- 6.13 While processing larger volumes of PCNs will not in itself mean that pro-rata there will be a need for significantly reduced overall numbers of staff, what is definitely the case will be that the vulnerability to individual members of staff will be reduced. Typically, an average sized PCN processing team should be able to deal with the results of about 6,000 PCNs per person, per year. This will vary up or down on the numbers of PCNs in total, but never by more than a small percentage, until a significant degree of automation is brought in. However, if a small council issuing say, 12,000 PCNs per year were to try to operate with 2 members of administrative staff, that council would be very vulnerable to anything occurring which meant that one or even both of their members of staff were not available for more than a few days at a time. The processes for a PCN are time dependent, as defined in the legislation. Missing the critical dates can mean having to abandon the pursuit of the debt. So having a larger team of staff would undoubtedly reduce the dependence on individual team members, and help to ensure continuity of the business process.
- 6.14 Better and closer working will also have benefits in terms of matters such as joint purchasing of non-IT aspects such as uniforms, staff training, PCN print rolls, and many other aspects.

## 7 THE POSSIBLE BENEFITS

7.1 The consultants therefore believe that the following are the key benefits to be achieved through possible joint working:

- Reduced capital investment across all six authorities;
- Lower IT support costs from a single, central system;
- Better purchasing power particularly on matters such as the IT, the hand held computers required, as well as potentially on matters such as uniforms;
- Consistency of issuing and in particular, of the processing of PCNs;
- Reduced vulnerability to staffing issues;
- Improved ability to cope with peaks of workload;
- Better public service through investment in IT, telephone systems etc
- Reduced risk of financial loss through inability to cope with short term workload fluctuations;

## 8 THE POSSIBLE RISKS

8.1 Are there downside risks from the concept of centralised notice processing? The most common issue which has arisen in other places seems to be as a consequence of weak management of the centralisation itself. The consultants have tried to stress the need to agree central procedures, and to have a Board to determine policies and to ensure the procedures are being followed. There is also a need to ensure that Members are fully familiar not just with the concept but with the nature of the consequences of choosing to operate centrally. Parking enforcement is sensitive, and the consultants make that point several times in this report. Members will undoubtedly come under pressure from their electorate, from traders, from religious groups and other sections about the issue of PCNs, and their processing thereafter. However, the processing of PCNs is a process defined in law and local procedures, and Members should be briefed to retain their objectivity from individual cases. Their role is to make policy, not to determine the outcome of individual PCNs. That is firstly the role of your own staff, and there is an independent, legally qualified adjudicator whose role is to deal with subsequent appeals. So a major risk is the possibility that there will be a breakdown in the trust of the overall process, and individual authorities will want to start to retain more and more of the processing responsibilities.

8.2 There is the possible, theoretical risk of centralising all PCN data for 6 Councils in one place; the consultants do not consider that this is a risk that cannot be addressed by normal data security procedures by one Council. If this is considered to be a significant risk, then it can be easily addressed by the use of off-site data

storage, for example, in the premises of one of the other Councils, at insignificant cost.

## 9 OTHER OPPORTUNITIES

- 9.1 As well as their being risks to the future of this concept, there are quite important opportunities. The Traffic Management Act 2004 is introducing many changes to the processes of DPE, including delegating more powers to local authorities in areas such as moving traffic contraventions. Also, the 1991 Act already gives the powers for authorities to consider the use of clamping and removals for illegal parking, if required. The 6 individual authorities of North Wales are probably too small to consider major plans to introduce such powers on their own. However, a single service to implement some of these measures, if desired, could be effective and worth considering at some stage in the future.
- 9.2 This report is about 6 Councils working together to provide a better service and to control costs. It is noted that of the remaining Councils in Wales, only 2 (Neath Port Talbot and Carmarthenshire) are known to have yet implemented DPE. To take one example, Ceredigion have looked at DPE and are concerned at the costs of having to implement the service on their own. An obvious move would be to consider offering the service which could be available from this centralisation to a wider group of Councils, and possibly even to all authorities within Wales. The logic which says that a better service would result for the 6 Councils of North Wales also says that the same would apply for the whole of Wales. In the current development of e-gov services, and availability of electronic technology, there is nothing to prevent this from occurring.

## 10 THE COUNCILS' VIEWS

- 10.1 Discussions took place with each of the Councils involved in this study; the consultants are grateful for the time spent by a number of officers to meet with us, and to discuss the issues we put to them. We hope they agree that this section is a fair reflection of their views. In the end of course, the recommendations of the report are the distilled views of the consultants using the input and ideas given to us by these officers.
- 10.2 Overall, the consultants believe it is fair to say that the general reaction is one of cautious support to the concept of centralised notice processing, or at least recognition that a centralised operation is a logical progression for full DPE implementation. There is also a general view that if this concept is going to work, now is the time to introduce it.



- 10.3 Only one Council spoke out against the concept, and that was primarily because of the stage of their own development. In their case, commitments had already been made in a significant way, and back-tracking now is going to cause them additional work and possibly cost.
- 10.4 Anglesey have always recognised that their scale of operation is such that it would not be economic to go it alone. As a result, they have for some time been discussing with Gwynedd how GCC could offer a PCN processing service to them. They intend to implement DPE in 2007, but recognise that they are dependent upon others to achieve this. As a consequence, they have always accepted the concept of centralised processing, and do not see a significant difference if that service is provided by GCC or another of the authorities.
- 10.5 Conwy are in the unfortunate position of having made significant commitments to implement their own DPE processing, including procuring the software, server, PCs, the accommodation for the staff, and appointing some of the staff. However, the issue about the software seems to be addressed by the offer of SPUR to credit software costs against a central operation, and presumably their hardware items could also be transferred under agreement to the central set-up. They are concerned about loss of control in the interaction with the public on matters relating to PCNs, and feel that a central service would lack local knowledge to enable them to address all of the issues in dealing with the Conwy PCNs. They are implementing their new software for ECNs in quarter 2 of 2006, with DPE scheduled to go live in September 2006. They are also concerned that a central service would restrict their ability to develop the service. Conwy have procured the space to set up their own processing operation, and that would seem to be the major aspect of concern, as it is not obvious to the consultants how that would be re-used. Conwy would wish to offer to establish and operate a central service, but recognise that others have more experience in this regard.
- 10.6 Denbighshire have been operating DPE for about 21 months, and it is reported to be operating very successfully. They are issuing and processing around 16,000 PCNs annually, and believe that DPE has had a successful impact on traffic management in their main towns. They have in post one Parking Manager, plus an appeals and representations officer, plus 3 administrative assistants for all aspects of parking. They occupy leased premises, and believe that further space is available within the same building for expansion. They handle all post directly, and have the procedures in place for dealing with correspondence, telephone calls, payments etc. They were the first to select the SPUR system in North Wales, in an open tender procurement.
- 10.7 Flintshire have decided to progress the planning to implement DPE and have been holding meetings with Wrexham to consider

their own joint operations. Their timetable points to a DPE commencement in August 2007, and they expect shortly to take the formal decisions to do so. They recognise that they have a lot of investment to do to achieve DPE, including a new IT system if they were to go it alone or even with Wrexham. Their estimates of 18,500 PCNs to be issued under DPE seems high to the consultants, so for the purposes of this report, we have assumed a more modest level of PCN issue. Broadly, they believe that their Members would support the concept of a centralised operation. They would wish to see systems put in place to demonstrate that all partners are being treated fairly and equally. They currently have about 2 f.t.e.s whose work is the processing of the ECNs currently issued, and have concerns about their role within an overall centralised concept. They also have concerns about their current off-street policies and how these could be assimilated into a wider set of administrative procedures.

- 10.8 Gwynedd: the officers involved were interested in the concept of a central function for notice processing. They want to see a good business case developed, as clearly there is little point in undertaking the development unless this is likely to be a strong justification. They intend to implement DPE in April 2007, and have already invested a lot of officer time in the planning of the process. They have not ordered software or sought premises, so a change of direction at this stage would not seem to be critical. They support the principle of a Parking Board, and suggest that TAIH may be a suitable operational model for this. Further work will need to be done to establish the legal basis for the Parking Board and how it should be constituted. GCC have a short term issue in their processing capability for ECNs, and will need to decide if they wish to continue processing on their existing software, or to move the ECN processing across to the Si-Dem system in conjunction with a central service provider, whilst retaining the local processing tasks. This would be a preliminary step to moving the full PCN processing to the central system. They would like to see a strong branding for the central service.
- 10.9 Wrexham have also decided to invest in the development of DPE, and have met with Denbighshire to consider joint working, which they believe is what their Members would wish to see happen. As with others, they have concerns about how a joint team would operate, and meet their particular needs, but are supportive of the concepts of a joint Parking Board, and jointly developed procedures. They are still assessing the options for how they wish to implement, so this study is opportune to help to provide a further option. They have questions about handling sensitive correspondence, which need to be addressed by deciding on the point when local issues are passed back to each authority. They have 2.5 f.t.e.s on parking administration now, and of these, about 70% of their time (i.e. c. 1.75 f.t.e.s) is spent on

enforcement matters. However, the responsibilities for ECN administration are rather diverse internally, and a review would be required before they could plan a coordinated service for DPE. The central concept is therefore an opportunity to address this. Their IT system would need replacement for DPE.

- 10.10 The consultants' conclusions from the discussions held are that Denbighshire are undoubtedly best placed to undertake this central development on behalf of all six authorities, and that they should be asked to draft an agreement which could be used to develop the infrastructure for the central service, and to form the partnership which will be necessary between each of the other 5 Councils and themselves. They should also create a plan in detail with each of the other five authorities as to when and how their processing should come across to the central team.
- 10.11 The consultants see no merit in considering the formation of 2 processing centres, by splitting the six councils into two groups. There is no logic which says that this is necessary nor desirable, and is therefore not recommended.
- 10.12 The consultants do not believe that there are significant numbers of staff threatened by the creation of the central team; detailed discussions will be required with Conwy to clarify the role of their new manager, and to agree with each Council what the future role of their current ECN processing staff should be.

## 11 THE I.T. IMPLICATIONS

- 11.1 Discussions took place as a part of this study with Spur Solutions, the company recommended as being best placed to equip the extended operation at Denbighshire. Their Managing Director has committed not to allow any of the authorities to incur unreasonable, duplicate costs as a result of the Si-Dem software being the base for the entire operation, but to ensure that they make only fair and reasonable charges where they have to carry out additional works to effect the establishment of the central operation. They have agreed to novate contracts into a central operation, and to credit amounts paid for software licences into the single, larger contract.
- 11.2 SPUR are the chosen supplier at Denbighshire, Conwy, Gwynedd and Anglesey. The former 2 have contracts in place, while the latter 2 are understood to have formal decisions to order from SPUR, which are on hold pending the decision on this report. All of these decisions were taken in relatively recent times under procedures of open tendering.
- 11.3 Decisions will need to be taken regarding the contractual position for the procurement of the extended IT infrastructure at DCC; it is understood that the DCC IT procurement was undertaken using normal procurement procedures, which were appropriate for the

contract value. The upgrade to handle all 6 authorities is likely to place the contract value above the EU threshold for procurement methods. Legal advice in relation to this is that the procurement of an upgrade to the DCC IT system will have to be conducted using OJEU rules and procedures, if the value is likely to exceed £144,000. This procurement will cost in itself a significant sum of money, and will take in the order of 9 months to achieve. It would seem unfortunate if this could not be avoided, particularly as 4 of the Councils have arrived at the same procurement solution in recent times, albeit on various independent bases. In addition, SPUR have indicated to the consultants their willingness to offset the capital costs already incurred by the two Councils with existing contracts towards the set-up of the new central IT system. It is consequently not yet clear whether the upgrade would exceed the threshold. Negotiation with SPUR is required to identify if the upgrade would exceed the threshold.

- 11.4 The current DCC version of the Si-Dem system is not based on the best system architecture for remote access and operation across many sites. However, SPUR have confirmed that they are about to launch an upgraded version which will be capable of having access to the database via an internet browser screen. This will mean that any user with appropriate permissions will be able to access the system from any internet-connected PC. This means that for the nature of the access defined as desirable in this report, any permitted person in any of the 6 North Wales Councils will be able to access appropriate functions and sections of the database. The Si-Dem system is known to be capable of providing the required degree of access control, such that Councils will not be able to see other Council's data without permission, and users will each be restricted as to the functions to which they will have access.
- 11.5 SPUR also happen to charge by the band of PCNs by volume; this is extremely convenient for this proposed development, as it means that access from an unlimited number of terminals will be possible, provided each user can log on with appropriate permissions. So for example, a cashier in Anglesey who wishes to check the current status of a particular parking ticket will be able to do so. There will be no constraints about numbers of simultaneous users, and no concerns about whether or not the PCN software is loaded on that terminal etc.
- 11.6 SPUR should be asked to reconfigure the DCC system to deal with data from the 6 Councils, to support the phased implementation of the system in the other authorities, and to help to interface to all of the cash receipting systems, web pages etc that will be required as part of this overall development. A comprehensive project plan will need to be developed as part of this upgrade to cover the change in operations.

- 11.7 Advice from SPUR is that the normal type of connectivity to the internet which is available at Councils, will be sufficient to cope with the data traffic which will be generated by this project. They recommend for regular users that a VPN point to point link via the internet, should be procured. These are understood to be relatively inexpensive at each site to install. The uploading data from the hand helds and cameras will not be particularly time critical, and if it takes several hours to get to DCC after downloading, this will not affect operations in a significant manner. Access for enquiries to the database will be more time critical, but as in most occurrences, the volume of data to be transferred will not be large, the normal internet speeds will suffice. For requests to view photographs or scanned images, there may be a short delay while the data is retrieved and sent, but this should be no more than the sorts of delays that normally occur when using the internet.
- 11.8 A more detailed assessment is required for each Council to agree exactly which interfaces (on-line or by file transfer) are to be provided to the central service. This will include cash receipting systems, Call Centre systems, internet services, telephone payment services and the like.
- 11.9 Access to the TRO records from all 6 authorities by the staff at the central unit will be crucial. Ideally, all TROs should be in a similar, consolidated format, and ideally, they should be based on mapped schedules, as has been implemented for at least 4 of the North Wales authorities. Agreement will have to be reached as to how the central team will be kept up to date with current TROs, and how they will have access to these TRO records. This is not difficult, but does need agreement. If on-line access to the TRO records cannot be provided to the central team, they will have to be provided with electronic copies of current and historical maps (e.g. in .pdf format) to enable them to perform their function.

## 12 THE FINANCIAL IMPLICATIONS

- 12.1 The sharing of the costs of the central unit could be handled in a number of ways. They could be shared equally, or pro-rata to the numbers of PCNs being issued. However, to make it practical for the host Council to budget and staff their central team, it is suggested that each year, a budget for the next financial year should be determined for agreement by the Board. This budget should agree the split of the budgeted costs for the unit for the common year, and the other 5 Councils should then be bound to pay that share of the central costs, regardless of any subsequent changes. It is considered that this is required to minimise risk in the host Council. The split would probably be fairest if it were based on the previous years' numbers of PCNs, or where this is not practicable, on the estimated number of PCNs for the year,

with a suitable adjustment at the end of each year for the actual numbers.

- 12.2 The income for each Council should be the recorded PCN payments processed by the joint processing unit on behalf of each Council.
- 12.3 The host Council will need to establish banking arrangements for this operation, and accounting arrangements to enable them monthly to provide information to each Council as to their income and expenditure status. They will also have to establish an on-street and off-street account for each of the 6 Councils in order to provide the level of information which will be required by each Council as part of the service. There will inevitably be an amount of financial reconciliation required on a regular basis, so it is suggested that an additional 0.5 f.t.e. (Scale 4 ) post be established in DCC's accounting section to cope with this.
- 12.4 Payments by members of the public should be possible by as many means as possible; it is suggested that these should include:
  - By post, directly to a PO box managed by DCC;
  - By telephone, primarily to the Parking Operation at DCC, but equally into any Council's public telephone service which has access to the cash receipting system at that Council;
  - By automated telephone service, to a suitable facility provided by DCC, and linked through to their cash receipting system, then to the PCN system.
  - By internet, using a special web page developed by DCC/SPUR for this very purpose, and including the unique features necessary for payment of PCNs, including the ability to show on-line the photographs taken by the Parking Attendant of the vehicle in contravention.
  - Post offices;
  - In person at each Council payment point, if that is each Council's policy to accept such payments; these would then go via each Council's cash receipting system and be exported nightly to the DCC SPUR system.
- 12.5 Each Council should undertake its own development in order to achieve this overall level of service, and DCC/SPUR should develop the central systems to manage such a payment infrastructure.
- 12.6 Some systems and software development will clearly be necessary to achieve this level of service. It is understood that SPUR will cooperate with this development, and have the necessary software available for their system to make this operate.
- 12.7 Detailed cost comparisons have been difficult to achieve, partly due to the time available, and partly due to the very differing stages of current implementation or development of the 6

Councils. The consultants have taken the 4 sets of earlier estimates for notice processing sections which were available, they made estimates on the same basis for the other 2 Councils, and they made an estimates for the costs of setting up and operating a joint unit. Broadly, the estimates indicate that less capital would be required to set up a central unit capable of processing the workload, and the annual recurring costs would be reduced by around 8% per annum. As these results have not been verified with the individual authorities, the best overall conclusions which can be made is that there does appear to be a significant cost saving resulting from joint operations. The following table indicates the broad extent of the possible cost comparisons:

	Annual recurring costs	One-off Set-up costs	Capital costs	Supervisors	Admin staff	PCNs p.a.
Wrexham	£52,802	£17,000	£19,850	1.0	1.5	7,200
Gwynedd	£174,829	£23,650	£63,045	1	5	20,000
Conwy	£113,092	£21,940	£37,745	1	4	20,250
Anglesey	£60,036	£62,365	£0	0	2	8,500
Denbighshire:	£128,399	£30,130	£30,000	0	4	17,000
Flintshire	£98,424	£27,830	£24,050	1	2	12,000
	<u>£627,582</u>	<u>£182,915</u>	<u>£174,690</u>	<u>4</u>	<u>18</u>	<u>84,950</u>
All 6:	£577,179	£70,205	£117,850	2	14	84,950
Savings:	£50,403	£112,710	£56,840	2	4	

### 13 TIMESCALES

13.1 If it is decided to go down this path, there is merit in moving ahead as quickly as is reasonably possible, in order to avoid a period of uncertainty and possible wasted investment in other paths.

13.2 There is no need for all of the other 5 authorities to join the central service *at the same time*; indeed, there is considerable merit in allowing them to come on as and when they require the service or are ready to move over. Given that the other authorities will all have their current ECN workload to allow to run down over this initial period, it is suggested that these existing databases should be allowed to gradually fade away, until pursuit of any remaining debt is uneconomic. In the

meantime, the new workload of processing PCNs should be transferred or set up from scratch on the central system. Where this is not practical, discussions need to take place with DCC/SPUR to see if an interim ECN processing capability can be established.

- 13.3 An objective should be to allow all of the authorities to introduce DPE to exactly the same timescale as they would have if the centralised concept had not occurred. As far as could be determined, the only authority which may have to implement the PCN processing locally is Conwy, although if it were desired, the consultants feel that DCC would be in a position to start that process and should be able to avoid having to implement PCN processing locally in Conwy prior to a subsequent move to DCC.

#### **14 MONITORING THE JOINT SERVICE**

- 14.1 Without a doubt, the success of the joint administrative centre will be strongly dependent on accountability to all of the partners. All six of the authorities will need to feel they are receiving what is overall a better service than if they were to be doing this work themselves.
- 14.2 It is considered important that there is a Member led body with officer support, which is agreeing the objectives for the joint service and monitoring the delivery against service objectives. This could be achieved by a new Parking Board being established for this purpose. However, the point was made by a number of representatives that TAITH is constituted with very similar objectives as would be required, and that in the interests of avoidance of bureaucracy, consideration should be given to widen the brief for TAITH to include the responsibility for monitoring the joint PCN processing activity.
- 14.3 The consultants agree with this in principle but note that a number of the aspects of the TAITH Constitution will need consideration to suit that body to this purpose. For example, the Meirionnydd area of Gwynedd Council is excluded from TAITH, when clearly for the PCN processing purposes, it would have to be included. Also, the termination provisions of TAITH are not suited for a task such as the processing of PCNs. However, none of these details should prevent serious consideration being given to the widening of the brief for TAITH to include this process.



## 15 RECOMMENDATIONS

The key recommendations of this study are therefore:

- 15.1 The Councils should work together to establish and operate a central notice processing unit;
- 15.2 The central unit should be based at Denbighshire, and developed from their existing capability for this work;
- 15.3 A budget for the central operation should be agreed, along with a means of cost and income sharing.
- 15.4 The constitution of TAITH should be considered as a potential basis for a joint management and monitoring function for the joint operation.
- 15.5 If TAITH is not considered a suitable base for joint operations, a Parking Board should be constituted to monitor and coordinate service delivery;
- 15.6 The Board should comprise one Member and a deputy from each Council, with an officer in support.
- 15.7 The Board should aim to meet quarterly, and to be serviced and supported by the central PCN processing unit of DCC.
- 15.8 Consideration should be given as a matter of urgency to the method of procuring the necessary upgrade to the DCC IT system; its value will probably (but not definitely) exceed the OJEU threshold of £144,000 over a 5 year term. If a new IT procurement can be avoided, the existing SPUR IT system in use in DCC should become the standard for PCN processing in North Wales, and should be suitably upgraded to cope with the additional workload. If an OJEU procurement is necessary, an open procurement should be carried out, using the tender documents recently used by Conwy, Gwynedd and Anglesey to select the SPUR system.
- 15.9 Access to the other five authorities should be facilitated by communication via the internet;
- 15.10 DCC should develop a plan to extend their current leased premises and staffing to cope with the growth as it is planned to occur.
- 15.11 The take-on of the other authorities should be gradual, but should have as a fundamental aim, the need to meet their timescales for implementation.
- 15.12 The service should be branded to give it its own identity;
- 15.13 Standard issuing and administrative procedures should be developed for use across all of the 6 authorities;
- 15.14 There should be procured a single staff training and procedures contract;

- 15.15 Detailed discussions, particularly on staffing matters, should be undertaken by all of the authorities to agree exactly who is going to do which aspects of the work, and whether there are staff who are directly affected by this proposal.
- 15.16 Each authority should be encouraged to use standard TROs with their schedules in particular, in a standard, map based format.

END

## **Appendix 1: the Brief**

### **DENBIGHSHIRE COUNTY COUNCIL NORTH WALES PARKING ADMINISTRATION STUDY BRIEF**

#### **1. INTRODUCTION**

There are 6 local authorities in North Wales; Only Denbighshire CC (DCC) has commenced decriminalised parking enforcement (DPE) operations. The other 5 authorities are all at various stages in considering the adoption of the powers.

DCC uses an IT system supplied and supported by SPUR Solutions Ltd of Havant, and processes its own PCNs. An open tender recently in respect of Conwy, Gwynedd and Anglesey has resulted in SPUR also being the selected suppliers for these 3 authorities. The 6 authorities believe that there may be advantages in establishing a central notice processing administration unit to deal with the processing of penalty charge notices (PCNs) issued by all 6 authorities.

A study is required to explore the feasibility, advantages and disadvantages of this approach, and to prepare a report advising the authorities on the way forward in this aspect.

#### **2. THE STUDY TASKS**

Report on:

1. The legal implications surrounding the establishment of a central notice processing centre, including contractual issues, EU procurement issues, the issues of one authority performing a task for other authorities, legal liability for appeals and representations, and any other legal issue which emerge;
2. How a central NP centre should be managed from a “pay and rations” basis, to overall budget setting, and partnership management;
3. The IT implications including the future requirements, the current contractual position with SPUR, the implications on internal IT sections, interfaces to internal IT systems at each authority, as well as external systems and organisations, the need for communications and related matters;
4. Local access requirements for dealing with matters relating to the PCNs where local access is required, and for dealing with matters such as permit management.
5. The issues surrounding one authority taking on the processing for the other 5 authorities;
6. How the individual requirements of each authority can be protected, were this to go ahead;
7. PCN Payment handling, including reconciliation and accounting;
8. The attitude of the 6 authorities to this proposal;

9. The willingness of 1 or more of the authorities to act as host for this function;
10. The possible timing for the establishment of this NP Centre;
11. Costs and income;

### **3. DELIVERABLES**

A full report is required by the end of ?? 2006 covering all of the above aspects, and any other issues which emerge during the course of the investigation. The report should identify a series of recommendations as to how this could be progressed, if there is broad agreement that 2 or more of the authorities wish to do so. A project plan for implementation is required as part of the report. The report must cost the set-up of such a central organisation, as far as is practical at this stage, and identify the cost benefits and cost disadvantages of this approach.

Consultation with SPUR Solutions is required as part of the investigations and their views on the whole topic should be incorporated into the report.

Discussions will be required with each authority at a senior level. The consultant will be provided by DCC, with a list of individuals whose views will be taken as representing the wishes of each authority.

Up to 12 copies of the final report may be required; an electronic version of the whole report in pdf format is also required.

### **4. TIMESCALES**

The report must be provided in draft by ??? 2006. Final versions of the report must be presented by ??? 2006. A meeting on the draft report will be held at the offices of DCC. A presentation of the findings, to a joint meeting of ??? will be required as part of the report.

### **5. TERMS AND CONDITIONS**

The project will be completed in accordance with the above timescales. The work will be carried out for the fixed price identified in the consultants proposals dated ??? Payment for the work will be made by DCC within 30 days of the presentation of the final invoice, subject to acceptance of the report by DCC.

February 2006

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor P A Dobb – Lead Member for Health & Well-Being

**DATE:** 23<sup>rd</sup> May 2006

**SUBJECT:** HOMELESSNESS SERVICES

**1. DECISION SOUGHT**

- 1.1 The Cabinet note the pressures on the Homelessness Service and the revised service provisions and proposals in the report.
- 1.2 The Cabinet support the appointment of a Homelessness Champion for Denbighshire and the Role Description attached, and agree a nomination.

**2. REASON FOR SEEKING DECISION**

- 2.1 To enable the Cabinet to be aware of the latest issues and to respond to Welsh Assembly Government initiatives.
- 2.2 There have been several developments in Homelessness over the last year, mainly concerned with moving towards prevention rather than reaction. WAG has also issued the report of consultants Tarki Technology and new leasing subsidy funding limits.

2.3 Internal

The restructure of the Housing Services Department is almost complete. A new Senior Homelessness & Allocations Officer is in post, supported by two Homelessness Assessment Officers, one Accommodation Support Officer, one Homelessness Prevention Officer and the GIFT Team of Support Officers.

The Homelessness Prevention Officer has been funded by WAG for two years, together with a small fund to pay private sector deposits, etc. The Section remains under considerable pressure from high numbers of applicants, and particularly from those with complex social problems who are most difficult to accommodate. However, they are generally coping well and performance is improving.

2.4 Tarki Report

This report was issued in June 2005 by WAG following a national review of services and pilot studies in four authorities. It included eleven Recommendations (Appendix 1) for Councils, WAG and for Shelter Cymru. The implications for Denbighshire of those recommendations for the Council are as follows:-

1. **Review Statistical Collection**  
This work is underway with better record keeping required for existing and new Performance Indicators but should be greatly assisted as the new Academy Computer System module on Homelessness is implemented over the next few months.
2. **Appointment of Homelessness Champion**  
The report recommends this appointment by June 2006. A draft Role Description is attached (Appendix 2) based on that for Learning Disability Champion.
3. **Action Plan**  
The formal Homelessness Strategy was adopted in 2004. It will be updated as part of the Local Housing Strategy. An Action Plan for the LHS for 2006/07 is in place and Strategic Objective 3 on Homelessness is attached (Appendix 3).
4. **Resources**  
Homelessness is now operating within Budget and costs are reducing with less use of Bed and Breakfast. The consolidation of the Performance Indicator Grant will be an issue for 2007/08. The review of the Supporting People Funding for the GIFT Project in 2006/07 will also be significant.
5. **Training**  
A training programme for staff and support organisations is continuing.
6. **Prevention Fund**  
This has been established with the appointment of a Homelessness Prevention Fund, supported by WAG funding for two years.
7. **Prevention & Housing Advice**  
Housing Advice is currently provided by several Council and external agencies. A review is proposed for Autumn 2006 to establish whether these provide value for money.
8. **Temporary Accommodation**  
The Council has moved a long way towards using better accommodation and ensuring Housing Benefit claims are processed efficiently. However, there are still difficulties, especially with young single people. The new Leasing Funding (see below) may assist further.
9. **Allocations Policy**  
Denbighshire has renewed its Allocations Policy to take account of the Homelessness Act 2002 to provide an appropriate balance between homelessness and other needs. However, the Public Services Ombudsman has raised concerns across Wales about the legality and balance of schemes and a further review is therefore being undertaken.

The Appendix to the Tarki Report is an "MOT Checklist" for tackling Homelessness and a more detailed review of the recommendations using this

tool will be carried out in Summer 2006 with the assistance of an external consultant.

## 2.5 Leasing Subsidy

Accounting for Homelessness including leased properties was done through the Council Fund 2005/06. Leased properties are rented from a landlord and then sublet to homeless people. The landlord is happy to work with the Council as it ensures a regular payment and some control over occupancy. The Council can lose money due to voids (vacancies) and bad debts but can add a Management charge to cover administration.

From 2006/07 WAG has approved up to £374k Housing Revenue Account Leasing Subsidy. This does not equate to a grant of this amount but should provide extra resources. The properties have to be treated as if they were included in the Housing Revenue Account and then receive HRA Subsidy and possibly Housing Benefit. The calculation is complex and further guidance is awaited from WAG but it could support up to 84 leased properties (currently 36) and provide a surplus which could fund support to manage the additional leases and ensure benefits are claimed.

## 3. POWER TO MAKE THE DECISION

Homelessness Act 2002

## 4. COST IMPLICATIONS

The additional cost of the Homelessness Prevention Officer and Fund is being met from WAG grant funding for two years. The reduction in the use of Bed and Breakfast accommodation has led to reduced costs in the Council Fund and it should be possible to remain within budget for 2006/07 unless numbers increase unexpectedly. Further consideration will be required for 2007/08 if the Performance Improvement Grant funding is not continued. The full implications of the Housing Revenue Account Subsidy for Private Sector Leasing need to be understood but it should provide additional resources in the HRA and remove some costs currently charged to the Council Fund.

## 5. FINANCIAL CONTROLLER STATEMENT

The reduction in the use bed and breakfast accommodation is welcomed as a clear service improvement with a positive financial impact. However, the homelessness budget is very volatile and continued close monitoring is vital. The full impact of the new HRA leasing subsidy is currently being evaluated and should be reported back to Cabinet when complete.

## 6. CONSULTATION CARRIED OUT

Denbighshire Homeless Forum meets every 6 months. This includes, Housing Associations, Shelter Cymru, Voluntary Organisations including CAIS, NACRO, Bond Scheme, organisations representing youth and women's

groups, etc, and other Council Departments, eg. Social Services, Supporting People, Private Sector Housing.

The Social Services and Housing Scrutiny Committee discussed a draft of this report at their meeting on 27<sup>th</sup> April 2006. They noted the updated position and supported the appointment of a Homelessness Champion – the committee agreed to put forward a nomination of Councillor Diana Hannam for this post. The WLGA organised a Learning Exchange for Officers in Wales on Homelessness in Llanelli at the end of April and is to hold seminars for Members in North and South Wales in early June.

## **7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

Impact on Council Fund given the demands of the service and the requirement to provide temporary accommodation. Potential impact on HRA of Leasing Subsidy proposals.

Impact on health and well-being. Requirement both legislative and social to move vulnerable people to good standard accommodation but lack of secure accommodation and increasing numbers.

Implications on Anti-Poverty Strategy, Crime & Disorder, Drugs & Alcohol, Adults & Children's Services.

## **8. ACTION PLAN**

The Lead Member and the new Homelessness Champion will continue to monitor the service and the implementation of new procedures. The Head of Housing Services will ensure the application of the HRAS Leasing Scheme by 30<sup>th</sup> June 2006, providing that the financial issues are clarified.

## **9. RECOMMENDATIONS**

- 9.1 The Cabinet note the pressures on the Homelessness Service and the revised service provisions and proposals in the report.
- 9.2 The Cabinet support the appointment of a Homelessness Champion for Denbighshire and the Role Description attached, and agree a nomination.



**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR D OWENS LEAD MEMBER FOR LIFELONG LEARNING**

**DATE: 23 MAY 2006**

**SUBJECT: EDUCATION APPEAL PANEL**

**1 DECISION SOUGHT**

Members confirm their agreement to existing members of the Education Appeal Panel continuing to serve;

That Members consider and approve the appointment of those persons named in Appendix 2 as additional members to the Education Appeal Panel, providing that all members have received training.

That Members approve the delegation of appointing future Panel Members for Education Panels to the Lead Member for Lifelong Learning.

**2 REASON FOR SEEKING DECISION**

The Local Education Authority (LEA) is required to establish an Appeal Panel to hear appeals from parents relating to admissions to community and voluntary controlled schools and also appeals relating to exclusions from all schools maintained by the LEA. These panels are governed by the Education (Pupil Exclusions and Appeals) (Wales) Regulation 2003 and Education (Admission Appeals Arrangements) (Wales) Regulation 2005.

The LEA is under a duty to advertise for Panel members every three years. Denbighshire County Council last advertised in March 2003, however due to the new Regulations introduced in 2003 and 2005, it was decided to re-advertise prior to the end of the three years and an advert was published in June 2005. By advertising in June, it allowed sufficient time for training of the Members at the beginning of the new school year.

The exclusion Appeal Panel is divided into members of three specific categories:

- a) Lay members – a person without personal experience in the management of any school or the provision of education in any school (disregarding experience as a school governor or any other voluntary position within a school);
- b) Persons who are currently working in education or education management; and
- c) Persons who are or have been governors of maintained school, provided they have served as a governor for at least twelve

consecutive months within the last six months and have not been teachers or head teachers during the last five years.

The Admission Appeal Panel is divided into members of two specific categories:

- a) Lay members - being people without personal experience of the management of a school or the provision of education in any school (disregarding experience as a school governor or any other voluntary position within a school);
- b) Persons who have experience in education, who are familiar with education conditions in the LEA's area or who are parents of registered pupils at a school.

Specified persons are disqualified from membership of any Appeal Panel, most notably being:

- (a) any member of the LEA, the head teacher or any teacher or of the Governing Body of the school subject of the Appeal Panel;
  - (b) anyone (other than a head teacher or teacher) employed by the LEA or the Governing Body, or
  - (c) any person who has or ever has had any connection with the LEA or the school or with any employee of the LEA or Governing Body except a teacher, such that doubts might reasonably be raised over his or her ability to act impartially regarding the LEA or the school. Employment by the LEA as a teacher is not in itself a reason for disqualifying someone from membership - unless there is any other reason to call into question their ability to act in an impartial manner.
2. There is no limit on the length of time Panel members can serve on Appeal Panels and of the existing members of the Panel, some may have served since March 2000, and some since May 1997.
  3. Those persons named in Appendix 1 below are persons who have indicated that they wish to continue to serve as members on Denbighshire's Education Appeal Panel. Those persons named in Appendix 2 below have applied in response to the Council's recent advertisement to become Panel members.
  4. Under the Regulations, the Local Education Authority are required to make arrangements to indemnify the members of any panel members against reasonable legal costs and expenses reasonably incurred by those members in connection with any decision or action taken by them in good faith in pursuance of their function as members of the panel.
  5. Training is an essential part of ensuring that Panel members are fully advised and informed of developments of admission and exclusion

appeals. A full training day was last provided on the 27<sup>th</sup> September 2005, although Members should note that unless a Panel member has attended a training session, they will not be permitted to sit on any hearing. Training will be provided to all panel members from time to time during the period they will serve as Panel members.

6. In addition to approving the Appeal members listed in Appendix 1 and 2, it is requested that consideration be given for the approval of such lists in the future be delegated to the Lead Member for Lifelong Learning.

### **3 POWER TO MAKE THE DECISION**

Education (Pupil Exclusions and Appeals) (Wales) Regulation 2003 and Education (Admission Appeals Arrangements) (Wales) Regulation 2005.

### **4 COST IMPLICATIONS**

Within the Regulations, loss of allowance as under section 173(4) of the Local Government Act 1972 is applicable to Appeal Panel members as and when a Panel Member attends a meeting of an appeal panel. The payment rates are as determined by the Local Education Authority.

Traveling expenses will be paid to panel members who attend any Panel meeting.

### **5 FINANCIAL CONTROLLER STATEMENT**

Costs in connection with the work of the panel will need to be contained within the Education service budget.

### **6 CONSULTATION CARRIED OUT**

Education Services were fully involved in the planning of the training and several officers took the opportunity to update their knowledge by attending the training on 27<sup>th</sup> September 2005. This will ensure that schools are given appropriate advice.

With over 20 trained panel members the authority will be able to provide appeals panels as and when required confident in the knowledge that they have been trained to a high standard.

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

N/A

### **8 ACTION PLAN**

N/A

## **9 RECOMMENDATIONS**

That Members confirm their agreement to existing members of the Appeal Panel continuing to serve;

That Members consider and approve the appointment of those persons named in Appendix 2 as additional members to the Education Appeal Panel, providing that all members have received training.

That Members approve the delegation of appointing future Panel Members for Education Panels to the Lead Member for Lifelong Learning.

## APPENDIX 1

### Existing Members

Pamella Hodkin  
John G. Temby  
Lesley Tipping  
Alyn Thomas  
Steven Wayne Roberts  
Peter Ward  
Lynn Rhys  
Philip Arthur Williams

## APPENDIX 2

### New Members

Jenny Briggs  
Michael Hatch  
Robert Hugh Griffiths  
Michael Law  
Philip A Williams  
Brian Huw Jones  
John Williams  
M J Holder  
Philip Eyton-Jones  
Barry C William  
Eleri Jones  
Alison Duncan  
Alison Brown  
Gareth Williams

**REPORT TO CABINET**

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

**DATE:** 23 MAY 2006

**SUBJECT:** DENBIGHSHIRE COUNTY COUNCIL'S PERFORMANCE AGAINST KEY INDICATORS 2005-2006

**1 DECISION SOUGHT**

1.1 That Cabinet consider the performance of the Authority during the financial year 05 – 06 against:-

- Key performance indicator targets (Appendix I)
- Policy Agreements targets (Appendix II)

**2 REASON FOR SEEKING DECISION**

2.1 The Authority's key performance indicators were chosen by Members to reflect Denbighshire County Council's priorities and significant areas of risk. The Corporate Quarterly Performance Report as attached at Appendix I shows the final figure for the year and whether or not the target was achieved.

The key issues for consideration from the final figures for key performance indicators are noted below:-

43% of key indicators are ahead of target  
18% of key indicators are on target  
39% of key indicators are below target

The Corporate Performance Management Group is currently assessing whether any of the new indicators introduced by WAG for 06/07 should be considered for inclusion in key Cabinet and Scrutiny reports and will be making proposals to Members in June.

2.2 The Council's Policy Agreement targets were agreed between the Welsh Assembly Government and the Authority and are linked to a policy incentive grant. The Welsh Assembly Government paid the grant of just over £1 million for 05-06 but it is important that progress against targets is made so that the grant for 06-07 is not withheld.

The key issues for consideration from the final figures for Policy Agreement indicator targets are noted below:-

61% of policy agreement indicators are ahead of target  
11% of policy agreement indicators are on target  
28% of policy agreement indicators are below target

### **3 POWER TO MAKE A DECISION**

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

### **4 COST IMPLICATIONS**

Achieving Denbighshire County Council's targets will require the effective planning of resources. The Council has already ensured additional *capital* funding is available for improving highways and school buildings *in 2006/7*. Additionally, £10m of *additional capital resources via the School Buildings Improvement grant* has been received from the Welsh Assembly Government to fund capital works to improve school buildings *over the financial years 2005/6 to 2007/8, with further additional allocations likely, to secure significant improvements by 2010*.

### **5 FINANCIAL CONTROLLER STATEMENT**

Performance Management is a key element in ensuring quality services that are cost effective. The cost of delivering the improvements, both capital & revenue will need to be contained within funding levels available.

### **6 CONSULTATION CARRIED OUT**

Progress against key performance indicators should be discussed with Lead Members and at Departmental Management Team meetings and team meetings. Quarterly performance reports which include key performance indicators are also distributed to the relevant Scrutiny Committees for review.

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

The Authority's Work Programme should reflect Denbighshire's Vision, the Council's priorities and key policies and strategies. Key performance indicators impact upon all policy areas including corporate.

### **8 ACTION**




















<b>Action</b>	<b>Responsibility</b>	<b>Deadline</b>
To explore and address the reasons for below target performance at Departmental Team Meetings and CET	CET	1 June 2006

To produce Directorate Business Plans by the 31 July which have been to Lead Members and Scrutiny Committees and which reflect the Council's Vision, priorities and Work Programme	CET	31 July 2006
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## **9 RECOMMENDATION**

- 9.1 That Members consider the Authority's performance against its key performance indicator and policy agreement targets.

























Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 04/05	2004/05 Annual Target	2004/05 Data	Data Quarter 1 (Apr-Jun) July 05/06	QTR 1 Performance against 05/06 target	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
KEY: Symbol denotes progress against 05/06 Targets		SLIPPAGE AGAINST TARGET														
		ON TARGET														
		AHEAD OF TARGET														
S		Welsh Assembly Government - National Strategic Indicator														
C		Welsh Assembly Government - Core Set Indicator														
Local PI		Local Performance Indicator														
NPA		National Policy Agreement (Bold)														
LPA		Local Policy Agreement (Bold)														
<b>HEALTH, SOCIAL CARE &amp; WELL-BEING</b>																
SCC/S/001	NATIONAL STRATEGIC & POLICY AGREEMENT 7	a) The percentage of first placements of looked after children during the year that began with a care plan in place.	Cllr M German, Nicola Francis	80.80%	a) 70%	a) 52%	77%		82%		86.40%		80.60%	80.60%		a) 80%
		b) For those children looked after whose second review (due at 4 month) was due in the year, the percentage with a plan for permanence at the due date.	Cllr M German, Nicola Francis	64.00%	b) 60.00%	b) 44.44%	50.0%		78%		70.00%		80.50%	80.50%		b) 80%
SCC/C/004	CORE	The percentage of children looked after on 31 March who have had three or more placements during the year.	Cllr M German, Nicola Francis	N/A	N/A	New Indicator 2005/06	6.04%		12.58%		18.57%		19.58%	19.58%		17%
<p>This indicator measures the extent to which the local authority is able to provide stable placements for children looked after. The need to find appropriate placements for children with complex needs continues to be a challenge. Strategies to improve placement stability require sustained investment to achieve medium and long term improvement. Given the needs of the looked after population it is unlikely that we will be able to demonstrate performance improvement from 2004/2005. However, it should be noted that efforts to appropriately reduce our Looked After population mean that whilst the % of children with 3 or more placements remains static the actual number of children who have experience 3 or more placements during 05/06 has reduced.</p>																
SCC/C/005	CORE	a) The percentage of children looked after on their 16th birthday who have a care plan;	Cllr M German, Nicola Francis	N/A	N/A	New Indicator 2005/06	33.30%		57.14%		90.00%		92.80%	92.80%		a) 85%

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 04/05	2004/05 Annual Target	2004/05 Data	Data Quarter 1 (Apr-Jun) July 05/06	Performance against 05/06 target	QTR 1 Performance against 05/06 target	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
		b) The percentage of 'eligible' children looked after on their 16th birthday who have a pathway plan for their continuing care	Cllr M German, Nicola Francis	N/A	N/A	New Indicator 2005/06	100.00%		71.42%		70.00%		92.00%	92.00%		b) 85%	
SCA/S/001 NPA 5	NATIONAL STRATEGIC (National Policy Agreement 5)	The rate of delayed transfer of care for social care reasons per 1,000 population aged 75 or over	Cllr P A Dobb, Neil Ayling	9.35	<2.53	1.23	0.10		0.20		0.20		0.41	0.41		<2.53	
SCA/S/002 NPA 6	NATIONAL STRATEGIC & NATIONAL POLICY AGREEMENT 6	a) The rate of older people (aged 65 or over): a) Helped to live at home per 1,000 population aged 65 or over	Cllr P A Dobb, Neil Ayling	a) 115.41	36.15	a) 114.59	36.15		32.82		29.28		64.59	64.59		a) 52	
		b) Whom the authority supports in care homes per 1,000 population aged 65 or over		b) 26.87	32.46	b) 32.82	32.46		33.39		34.53		34.35	34.35		b) 41.00	
<p>The definition for the rate of older people helped to live at home was changed by the Welsh Assembly for 2005/2006. Throughout the year work has been undertaken to refine our reporting processes and to ensure that we have systems in place to capture all eligible performance data. The culmination of this work means that the last quarter activity data reflects our actual PI performance rather than data reported in previous quarters.</p>																	
SCA/C/003	CORE	a) The percentage of clients supported in the community during the year, who are: a) aged 18-64	Cllr P A Dobb, Neil Ayling	N/A	75.30%	New Indicator 2005/06	75.30%		80.60%		83.80%		86.17%	86.17%		a) 90%	
		b) The percentage of clients supported in the community during the year, who are: b) aged 65+		N/A	64.80%	New Indicator 2005/06	64.80%		73.60%		72.20%		73.77%	73.77%		b) 75%	
<p>This is a new indicator which measures the balance of support provided to people in the community and to people living in a Care Home setting. We have only narrowly missed the targets for the indicators and we will welcome comparative performance from other Authorities when this is made available later in the year as this will provide a useful benchmark on performance across Wales.</p>																	
LP 3.14a	LOCAL INDICATOR (previously NAW PI 3.14a)	The number of adults aged under 65 with a physical or sensory impairment whom the Authority helps to live at home, per 1,000 aged under 65	Cllr P A Dobb, Neil Ayling	6.00	2.64	7.12	2.73		2.71		2.60		7.90	7.90		7.50	
LP 3.14b	LOCAL INDICATOR (previously NAW PI 3.14b)	The number of adults aged under 65 with a learning disability, whom the authority helps to live at home, per 1,000 adults aged under 65	Cllr P A Dobb, Neil Ayling	3.92	2.02	3.73	2.02		2.20		2.02		3.99	3.99		3.9	

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 04/05	2004/05 Annual Target	2004/05 Data	Data Quarter 1 (Apr-Jun) July 05/06	Performance against 05/06 target	QTR 1 Performance	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
<p>This is considered to be a test of how well we support a) adults with a physical/sensory disability and b) adults with a learning disability to live at home. For the first three performance reports the calculation of the data was brought in line with the definitions used for the new suite of PI's i.e. excluding professional support. The impact of this change was that performance appeared to have reduced but this was due to the definition of what is eligible for inclusion within the PI, as opposed to the actual number of people who are being supported. In March 2006 we were provided with our data return forms by the Local Government Data Unit which showed that 'professional support' will in fact be eligible for inclusion in our returns. Performance in quarter 4 and year end data has therefore been reported based on the return to the Local Government Data Unit.</p>																	
HHA/S/001	NATIONAL STRATEGIC & POLICY AGREEMENT 3	a) The number of homeless families with children who have used bed and breakfast accommodation during the year, except in emergencies	Cllr P A Dobb, Paul Quirk	N/A	70	61	13		17		10		0	40		a) 35	
		b) The average number of days all homeless households spend in temporary accommodation		N/A	33 weeks	118 days	82.56 days		57.66		100.83		114.34	85.26		b) 189 days	
<p>HHA/S/001 - a) Use of Bed and Breakfast accommodation for families is reducing but there is concern that the target for 2005/06 will not be met - and the Performance Grant Target for 2006/07 is more challenging again. Further options are being considered and reports will be presented to Scrutiny and Cabinet.</p>																	
HLS/C/001a	CORE (previously NAW PI 4.5a)	The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	Cllr P A Dobb, Paul Quirk	2.57%	3.70%	3.60%	3.50% (est)		3.49% (est)		3.6% (est)		3.44%	3.44%		3.30%	
HLS/C/002	CORE (previously NAW PI 4.7)	Re-let times for local authority dwellings	Cllr P A Dobb, Paul Quirk	30.7calendar days	39 calendar days	46.8 calendar days	33 calendar days		26.8 days		36 days		33.65 days	32.7 days		40 calendar days	
PPNS/001bii) (previously NAWPI 8.1	NATIONAL STRATEGIC	The percentage of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Food Hygiene	Cllr E W Williams, Graham Boase	93.9%	60.0%	60.6%	12.5%		17.0%		27.0%		71.3%	71.3%		65.0%	
<p>The team has worked extremely hard to exceed the annual target. There were 69 high risk businesses, which were liable to a programmed inspection during the year, which were found to be no longer trading. This figure has been taken out of the original denominator figure (658 - 69) to provide a new denominator figure of 589. Therefore, 420 of these premises were inspected to achieve the target of 71%.</p>																	
	LOCAL INDICATOR	Action all 15 recommendations in the Inter Authority audit on Health & Safety	Cllr E W Williams, Graham Boase	N/A	N/A	New Indicator 2005/06	0		7		8		8	8		15/15	
<p>Currently below the projected target but progress is being made on all other recommendations.</p>																	
	LOCAL INDICATOR	Number of private sector houses improved as a result of direct financial assistance	Cllr E W Williams, Graham Boase	N/A	N/A	New Indicator 2005/06	52		139		220		326	326		260	
<b>LIFELONG LEARNING</b>																	
EDU/S/001	NATIONAL STRATEGIC & POLICY AGREEMENT 1	The percentage of attendance, those present or on approved educational activities, in secondary schools	Cllr D Owens, Ieuan Lloyd Roberts	90.53%	91%	89.44%	89.8% unverified		89.90%		89.6% revised		89.60%	89.60%		91.00%	
<p>This target has almost been achieved. Attendance data relates to the 2005 figures (which is based on data from September 2004 to May 2005. The data is collected by WAG in June each year.</p>																	

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 04/05	2004/05 Annual Target	2004/05 Data	Data Quarter 1 (Apr-Jun) July 05/06	Performance against 05/06 target	QTR 1	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
	LOCAL INDICATOR	Reduction in the number of mobile class rooms used by Denbighshire's schools	Cllr D Owens, Gay Brooks	N/A	N/A	New Indicator 2005/06	See note below			See note		See note		See note	3		5% per annum ("3")
Due to an increase in the number of pupils in some schools, an additional 5 mobile classrooms were provided for September '05. However, a 5% reduction has been achieved, ie 3 mobiles, which included 2 double units.																	
	LOCAL INDICATOR	Sq. metres of new/refurbished school buildings completed each quarter, measured against priorities determined by the Service Asset Management Plan	Cllr D Owens, Gay Brooks	N/A	N/A	New Indicator 2005/06	See note below	See note		See note	See note	See note	See note	See note	See note	See note	Strategy & Resources - see comment below
Unable to report on square metres as the definition is being revised. During the 2005/06 financial year, examples of where major projects have been completed include Ysgol Plas Brondyffryn (Glasfryn site), Ysgol Bryn Hedydd, Rhyl, Ysgol Glan Clwyd, St Asaph, Ysgol Hiraddug, Dyserth, Ysgol Bro Famau, Llanarmon, Ysgol Brunhyfryd, Ysgol Dinas Bran and Rhyl High School. The County Council also completed in excess of 80 contracts at schools during the year, funded from the Capitalised Maintenance budget. These schemes cover issues as major window replacement, re-roofing and re-lamping.																	
<b>ENVIRONMENT</b>																	
ED.101	LOCAL INDICATOR	Percentage of the most urgently required building maintenance works carried out	Cllr E Williams, Gareth Evans	N/A	N/A	New Indicator 2005/06	4%			13%		20%		25%	25%		22%
WMT/S/001	NATIONAL STRATEGIC	ia) The total tonnage of municipal waste reused and or recycled;	Cllr E Williams, Steve Parker	N/A	N/A	ia) 4761.5 tonnes	1,421			3,445		4,797		7,365	7,365		ia) 6890
		ib) The percentage of municipal waste reused and/or recycled	Cllr E Williams, Steve Parker	i) b) 12.90%	i) b) 10.50%	ib) 8.86%	10.7%			13%		13%		13.80%	13.80%		ib) 13%
		ii) The total tonnage of municipal waste composted or treated biologically	Cllr E Williams, Steve Parker	N/A	N/A	New Indicator 2005/06	1,037			2,175		2,809		3164	3164		ii) 4505
		ib) The percentage of municipal waste composted or treated biologically	Cllr E Williams, Steve Parker	N/A	N/A	New Indicator 2005/06	7.90%			8.10%		7.40%		6.00%	6.00%		ib) 8.5%
The contractor has reported very poor composting figures for April which continue to have an effect. When the target was set it was anticipated that household collections of compostable waste would have started but this has not been the case.																	
WMT/S/002	NATIONAL STRATEGIC	a) The total tonnage of biodegradable municipal waste sent to landfill	Cllr E Williams, Steve Parker	N/A	N/A	New Indicator 2005/06	7,518			14,491		19,445		25,144	25,144		a) 29167 tonnes
		b) The percentage of biodegradable municipal waste sent to landfill	Cllr E Williams, Steve Parker	N/A	N/A	New Indicator 2005/06	79%			77%		79%		77%	77%		b) 61%

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 04/05	2004/05 Annual Target	2004/05 Data	Data Quarter 1 (Apr-Jun) July 05/06	Performance against 05/06 target	QTR 1 Performance	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
This is a new indicator and although ahead of target in tonnage terms, the % target put forward for 2005/06 is clearly unrealistic and this will be reviewed for 2006/07 and subsequent years.																	
STS/C/001	CORE	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	Cllr E Williams, Steve Parker	95.39%	96.00%	98.05%	93%		91%		93%		97%	93.50%		93.00%	
An external contractor is carrying out the survey independantly and the data is now accurate. The target for 05/06 will be reviewed in light of this new data.																	
	LOCAL INDICATOR	Number of enforcement actions taken for dog fouling/litter/fly tipping/abandoned cars, etc	Cllr E Williams, Steve Parker	N/A	N/A	157	40		55		80		189	189		100	
<b>COMMUNITY SAFETY</b>																	
	LOCAL INDICATOR	Reduction in the overall level of crime and disorder	Cllr E Edwards, Graham Boase	N/A	N/A	18,100 reported incidents	N/A	-	N/A	-	1% reduction		3% reduction	3% reduction		15% reduction	
This information is provided by North Wales Police. Crime is down by 11% and disorder is up by 4.5%. Overall 3% reduction.																	
	LOCAL INDICATOR	Reduction of levels of violent crime	Cllr E Edwards, Graham Boase	N/A	N/A	2,179 reported incidents	N/A	-	N/A	-	6% increase		4% increase	4% increase		15% reduction	
This information is provided by North Wales Police.																	
	LOCAL INDICATOR	Reduce the level of burglary	Cllr E Edwards, Graham Boase	N/A	N/A	N/A	N/A	-	N/A	-	22% reduction		10% reduction	10% reduction		12% reduction	
This information is provided by North Wales Police.																	
<b>ECONOMIC PROSPERITY</b>																	
LPA 14	POLICY AGREEMENT	Number of new high quality jobs created through financial support programme	Cllr Rhiannon Hughes, Gareth Evans	N/A	57	131.5	12.5		27		121		130	130		97	
We have exceeded the expected final achievement figure of 228 jobs created over 3 years (start date Sept 03 - end date Aug 06)																	
<b>CORPORATE HEALTH</b>																	
CFH/C007	CORE INDICATOR	The percentage of council tax due for the financial year which was received by the authority (cumulative, however base figure can increase by input from the Valuation Office)	Cllr P Marfleet, Ken Jones	96.00%	97.00%	97.20%	31.80%		59.80%		87.20%		97.70%	97.70%		97.00%	

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 04/05	2004/05 Annual Target	2004/05 Data	Data Quarter 1 (Apr-Jun) July 05/06	QTR 1 Performance against 05/06 target	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
CFH/C/008	CORE INDICATOR	The percentage of non-domestic rates due for the financial year which were received by the authority (cumulative, however, base figure can increase by input from the Valuation Office)	Cllr P Marfleet, Ken Jones	97.45%	97.50%	97.80%	33.60%		63.80%		89.80%		98.20%	98.20%		97.50%
J/RS/REV	LOCAL INDICATOR	Outstanding sundry debt ratio (sundry debts outstanding as a percentage of the total sundry debts raised in the financial year)	Cllr P Marfleet, Ken Jones	N/A	N/A	New indicator 2005/06	33%		9.45%		4.65%		2.43%	2.43%		9%
	LOCAL INDICATOR	Percentage increase over Rateable Value base line for LABGI	Cllr P Marfleet, Ken Jones	N/A	N/A	New indicator 2005/06	1.1%		1.80%		1.80%		1.83%	1.83%		2%
CHR/C/002	CORE INDICATOR CORPORATE OBJECTIVE	The number of working days/shifts per full time equivalent (FTE) local authority employees lost due to sickness absence	Cllr P Marfleet, Linda Atkin	11.0days	11.0 days	11.0days	2.91 days		2.59 days		3.51 days		3.36 days	11.5 days		10.0 days
KI 2	LOCAL INDICATOR	The percentage of the local workforce whose pay has been determined through Job Evaluation	Cllr P Marfleet, Linda Atkin	N/A	N/A	New Indicator 2005/06	54.70%		75.70%		76.30%		82%	82%		100%

On target to implement Single Status by end of year

BNF/S/002a	NATIONAL STRATEGIC	a) Average time for processing new benefits claims	Cllr P Marfleet, Jackie Walley	N/A	45 days	43 days	33 days		29 days		32 days		37 days	33 days		36 days
CO5	CORPORATE OBJECTIVE	We will save at least £2 million from efficiency savings and increased income from fees and charges by March 2006	Cllr P Marfleet, Roger Parry	N/A	N/A	New Indicator 2005/06	£1.85m reported as achieved or achievable (see note*)		£1.925m reported as achieved or achievable		£1.945m reported as achieved or achievable		£2 million reported as achieved or achievable	£2 million		£2 million























CO5 – The level of performance will depend upon the extent to which the current budget pressures, about £300k, can be contained within the overall level of service budgets. £353k is the target to be delivered from within Schools Delegated Budgets.

	LOCAL INDICATOR	Deliver £500,000 of procurement savings in 2005/06	Cllr P Marfleet, Roger Parry	N/A	N/A	New indicator 2005/06	£450k full year		£492k		£507k		£515k	£515k		£500,000
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On target to exceed procurement savings target by end of year. Further non-cash realising savings have also been secured through improved process efficiencies.

CO8	CORPORATE OBJECTIVE	Total Capital Receipts achieved from Property Portfolio sales	Cllr J Thompson-Hill, Gareth Evans	N/A	N/A	New indicator 2005/06	£44k		£123k		£2.3m		£2.5m	£2.5m		£3 million each year
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This indicator falls below the corporate target of £3m as a result of £450,000 of agreed sales being transferred to the 2006/07 disposal schedule due to completion being unattainable in 2005/06 for various reasons.

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	2004/05 Annual Target	2004/05 Data	Performance 2004/05	Data Quarter 1 (Apr-Jun) July 05/06	Performance	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
<b>KEY:</b> Symbol denotes progress against 05/06 Targets		<b>SLIPPAGE AGAINST TARGET</b>														
		<b>ON TARGET</b>														
		<b>AHEAD OF TARGET</b>														
<b>NPA</b>		<b>National Policy Agreement (Bold)</b>														
<b>LPA</b>		<b>Local Policy Agreement (Bold)</b>														
NPA 1	NATIONAL POLICY AGREEMENT	The percentage of attendance , those present on approved educational activities, in secondary schools Annually Sept - May	Cllr D Owens Ieuan L Roberts	90.50%	89.44%		89.8% unverified		89.90%		89.6% revised		89.60%	89.60%		91%
Attendance is collected by WAG in June each year. The LEA does not receive verified data until it is published in October.																
NPA 2	NATIONAL POLICY AGREEMENT	A) Percentage of 15/16 year olds leaving full time education without a recognised qualification. Annually Academic Year.	Cllr D Owens Ieuan L Roberts	2.20%	2.70%		ANNUAL REPORTING - see comment below							4.30%		2.00%
		B) Percentage of 15/16 year olds leaving full-time education without a recognised qualification in local authority care	Cllr M German Ieuan L Roberts	25.00%	30.76%									23.00%		25%
<p>The percentage of 15/16 year olds leaving full-time education without a recognised qualification showed an improvement from 2.9% in 2003 to 2.7% in 2004. However, performance for Summer 2005 was less favourable with the number of students leaving without a recognised qualification rising from 2.7% to 4.3%. Denbighshire's performance did not meet the all Wales figure of 2.2% for 2005. There were particular difficulties in the Rhyl schools due to transient pupils leaving in Year 11 before sitting GCSE exams and neither did they register at another school. Consequently, they remained on the registers of the Rhyl schools, thus having a negative impact on both schools' performance. Unfortunately, this situation happens year on year and as these pupils have reached the age of 16, they are not encouraged by their parents or guardians to sit the exams.</p> <p>In terms of LAC (Looked After Children) leaving school without a recognised qualification, there has been a significant improvement from 30% in Summer 2004 to 23% in Summer 2005. Performance of 23% exceeded the target of 25%.</p>																
NPA 3	NATIONAL POLICY AGREEMENT	A) A reduction in the use of Bed and Breakfast accommodation for homeless families with children, except in emergencies	Cllr P Dobb Pau Quirk	70	61		13		17		10		0	40		35.00
		B) Reduction in the average length of time people spend in temporary accommodation by all households during the period of the agreement	Cllr P Dobb Paul Quirk	33 weeks 231 days	118 days		82.56		57.66		100.83		114.34	85.26		27 weeks 189 days
NPA 3 a) Use of Bed and Breakfast accommodation for families is reducing but there is concern that the target for 2005/06 will not be met - and the Performance Grant Target for 2006/07 is more challenging again. Further options are being considered and reports will be presented to Scrutiny and Cabinet.																

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	2004/05 Annual Target	2004/05 Data	Performance 2004/05	Data Quarter 1 (Apr-Jun) July 05/06	Performance	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target	
NPA 4	NATIONAL POLICY AGREEMENT	A) Percentage reduction in carbon emissions in the non domestic public stock	Clr J Thompson-Hill Gareth Evans	9871 tonnes	9871 tonnes		18.77%		Annual Reporting					8194 tonnes 16.98%		9280 tonnes (6% reduction over 3 years)	
		This NPA can only be reported annually because the different billing periods makes it difficult to give a true consumption figure on a quarterly basis. Data will be provided at the first quarter of each year for the previous year.															
		B) Percentage reduction in energy use and carbon dioxide emission in the housing stock:	Clr E Williams Graham Boase	1.00%	N/A							1.17%					2%
This annual percentage reduction is based on 04/05 data. 05/06 data will be reported in September '06																	
NPA 5	NATIONAL POLICY AGREEMENT	The rate of delayed transfers of care for social reasons per 1,000 population aged 75 and over (Cumulative - 3 monthly)	Clr P Dobb Neil Ayling	<2.53	1.23		0.10		0.20		0.20		0.41	0.41		<2.53	
NPA 6	NATIONAL POLICY AGREEMENT	A) The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over (not cumulative - 3 monthly)	Clr P Dobb Neil Ayling	100.00	114.59		36.15		32.82		29.28		115.32	115.32		104.00	
		The definition for this performance indicator has been amended since changing from NAWPI 3.7. The new definition excludes 'professional support' which was impacting on the performance and our ability to meet this Policy Agreement which was negotiated to the target being set. However, it is now clear that performance will be calculated separately for the new PI definition (excluding professional support) and for the Policy Agreement (including professional support). By using the original definition for the Policy Agreement we will meet our target.															
		B) The number of people aged 65 or over whom the authority supports in residential care homes or nursing homes per 1,000 population aged 65 or over (not cumulative - 3 monthly)	Clr P Dobb Neil Ayling	41.00	32.82		32.46		33.39		34.53		34.35	34.35		<41	
NPA 7	NATIONAL POLICY	A) The percentage of first placements (for looked after children) beginning with a care plan in place	Clr M German Nicola Francis	70.00%	52.00%		77.00%		82.00%		86.40%		80.60%	80.60%		80.00%	



Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	2004/05 Annual Target	2004/05 Data	Performance 2004/05	Data Quarter 1 (Apr-Jun) July 05/06	Performance	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
NPA 7	AGREEMENT	B) For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	Cllr M German Nicola Francis	60.00%	44.44%		50.00%		78.26%		70.00%		80.50%	80.50%		80.00%
NPA 8	NATIONAL POLICY AGREEMENT	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	Cllr M German Nicola Francis	20.00%	29.40%		3.64%		8.42%		12.63%		17.30%	17.30%		15.00%
Our target has been prescribed by the Welsh Assembly Government. Whilst we have narrowly missed the target that was prescribed for us our performance for 2005/2006 is significantly better than in 2004/2005.																
LPA 9	LOCAL POLICY AGREEMENT	Increase in number of child care places	Cllr M German Nicola Francis	4506	5170		Will be reported in QTR 2 in accordance with July 31st Census date		Awaiting information from Providers					See note		4834
LPA 10	LOCAL POLICY AGREEMENT	Increase in affordable housing by a combination of (i) public sector programme and (ii) 30% element in new private housing schemes	Cllr P Dobb Simon Kaye	85	38		ANNUAL REPORTING - See note						46 units for year 2005/06		52	
LPA 9 - Our estimated out turn for 2005/2006 is 5,170. Meetings have been set up to ensure that data collection processes are strengthened in order to produce a final year end out turn. Indicative data suggests that we will exceed our target. LPA 10 - Target was not achieved due to slippage in completing a Pennaf scheme on West Parade, Rhyl of 20 units from December 2005 to July 2006.																
LPA 11	LOCAL POLICY AGREEMENT	Satisfaction on a scale of 1-5 with 1 being the highest level of satisfaction. Figure derived from survey analysis	Cllr S Davies Sue Appleton	0	see comment		A survey will be conducted during 2006									
LPA 12	LOCAL POLICY AGREEMENT	Number participating in the Healthy Living Initiative	Cllr S Roberts Tony Hughes	682	1502		1425		2893		3942		5028	5028		2500
LPA 12. The definition we used to develop the targets was no's of participants in our various health walks programmes ('Footloose' operating out of the Rhyl Countryside Office, and 'Walk Fit' which is based around our leisure centres). The first year target of 650 was based on our experience of the 'Footloose' programme, but both 'Footloose' and the 'Walk Fit' scheme introduced in year were far more successful than we predicted and we finally achieved 1502 participants in 04/05. We, therefore revised our targets for year 2 (05/06) upwards from 716 to 1600 to reflect this success and to challenge us to improve still further. However, our success this year is exceeding all expectations and the estimated first quarter data for 05/06 shows us to be well ahead of target with 1425 participants already (578 Footloose, 847 Walk Fit). As part of the first QPR for 05/06 we will therefore be reviewing our target upwards to reflect this success.																

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	2004/05 Annual Target	2004/05 Data	Performance 2004/05	Data Quarter 1 (Apr-Jun) July 05/06	Performance	Data Quarter 2 (Jul-Sep) Oct 05/06	Performance	Data Quarter 3 (Oct-Dec) Jan 05/06	Performance	Data Quarter 4 (Jan-Mar) April 05/06	Final Data for 05/06	Performance	2005/06 Annual Target
LPA 13	LOCAL POLICY AGREEMENT	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire	Cllr P Marfleet Linda Atkin	20	21		21		26		35		35.00	35.00		30
<p>We are currently in the process of recruiting a further intake of Corporate Modern Apprentices and offering Traineeships together with bursaries for our hard to fill professional positions, ie Environmental Health, Planning and Highways Engineers. We have successfully recruited a further National graduate to commence in October 05.</p>																
LPA 14	LOCAL POLICY AGREEMENT	New high quality jobs created through financial support programme - Cumulative	Cllr E Williams Gareth Evans	57	131		12.5		27		121		130	130		97
<p>We have exceeded the expected final achievement figure of 228 jobs to be created over 3 years (start date Sept 03 - end date Aug 06).</p>																
LPA 15	LOCAL POLICY AGREEMENT	Percentage increase in the use of Green Energy in the non domestic public stock	Cllr J Thompson- Hill Gareth Evans	50%			70% see comment below		Annual Reporting				0.75		70%	
<p>Quarter 1 shows 04/05 achievement - the Annual Target was 50%. Our target for 05/06 is 70%. This LPA can only be reported annually because contracts are negotiated on an annual basis therefore data will be provided at the first quarter of each year for the previous year.</p>																
LPA 16	LOCAL POLICY AGREEMENT	The percentage of senior management positions filled by women - PO3 and above	Cllr P Marfleet Linda Atkin	34%	41%		42%		40.70%		40.80%		42.60%			40%

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor Pauline Dobb - Cabinet Lead Member for Health and Wellbeing

**DATE:** 23<sup>rd</sup> May 2006

**SUBJECT:** Housing Revenue Account Budget 2006/07

**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 initial outturn projections on the HRA at the end of April 2006 show a potential net surplus at the year end of £458k (Appendix 1) against a budgeted surplus of £383k.

At this stage, the HRA balances from 2005/06 have not been finalised and therefore the figures quoted for 2005/06 are estimates and may change as before the final accounts are closed.

The HRA budget for 2006/07 will be revised in the next few weeks to account for the new HRA Leasing Subsidy which has recently been introduced. The net impact of this to the HRA is thought to be favourable but it is a complex calculation and the full impact to the county council (i.e. housing benefits) also has to be considered. Clarification on some of the technicalities of the scheme is being sought from the Wales Audit Office.

There are few significant variances to report at this early stage. The subsidy payable to the Welsh Assembly Government is likely to increase as there have been fewer 'Right to Buy' sales than planned, which means there is more stock attracting negative subsidy. The flip side however, is that more rent income than planned will be received, hence the £40k positive variance on rents.

The interest likely to be achieved on balances and RTB mortgages will be higher than expected however, the amount of interest applied to HRA balances is subject to fluctuations on RTB sale numbers and therefore will be kept under close review.

Progress on the HRA capital plan is included as Appendix 2. The total forecast expenditure for the year is £7.6m, which is in line with original estimates. However, this includes additional anticipated expenditure of £900k in 2006/07 on slippage from 2005/06 (major refurbishments contract), which is offset by a similar amount of slippage on the 2006/07 contract that will roll forward to 2007/08. The financing will move with the slippage so there is no adverse financial impact to the HRA.

The revenue and capital budgets as reported at the end of April 2006 do not adversely impact upon the council's Housing Stock Business Plan. The Plan will be updated once the impact of the leasing subsidy is fully determined.

## **5 FINANCIAL CONTROLLER STATEMENT**

The forecast surplus above estimates on the HRA is welcomed. Detailed work is required to update the HRA to account for the introduction of the leasing subsidy and to fully understand the impact on both the HRA and the county fund account.

## **6 CONSULTATION CARRIED OUT**

The HRA capital and revenue budget were agreed by Cabinet in January 2006.

## **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 ACTION PLAN**

The Head of Housing Services and the Senior Management Accountant (Social Services and Housing) will update the HRA budget and Business Plan to account for the leasing subsidy and any other known changes and will report back in June 2006.

## **9 RECOMMENDATION**

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

Appendix 1

Housing Revenue Account ~ 2006/07 Budget Month 1

2005/06 Outturn (Estimate) £		2006/07		Variance to Budget £
		Original Budget £	Forecast Out-turn £	
<b><u>EXPENDITURE</u></b>				
1,233,592	Supervision & Management - General	1,118,236	1,181,065	-2,829
221,264	Supervision & Management - Special	212,949	213,560	-611
128,027	Welfare Services	129,866	134,006	-4,140
0	Homelessness - Leased Accommodation	0	0	0
374,521	Rents	391,451	329,321	2,130
2,770,786	Repairs and Maintenance	2,599,819	2,589,662	10,157
4,728,190	Total - Management and Maintenance	4,452,321	4,447,614	4,707
28,745	Rent Rebates	0	0	0
922,300	Debt Charges	1,128,757	1,128,757	0
326,216	C.E.R.A.	0	0	0
0	Rent Rebate Subsidy Limitation	53,316	53,316	0
2,691,933	Subsidy	2,976,737	2,996,737	-20,000
0	Provision for Bad Debts	50,000	50,000	0
<b>8,697,384</b>	<b>Total Expenditure</b>	<b>8,661,131</b>	<b>8,676,424</b>	<b>-15,293</b>
<b><u>INCOME</u></b>				
8,539,619	Rents (net of voids)	8,849,837	8,889,732	39,895
93,774	Garages	99,488	99,488	0
145,408	Interest (R.T.B. mortgages)	95,000	145,408	50,408
<b>8,778,801</b>	<b>Total Income</b>	<b>9,044,325</b>	<b>9,134,628</b>	<b>90,303</b>
<b>Surplus / Deficit (-) for the Year</b>				
<b>520,581</b>	<b>General Balances</b>	<b>383,194</b>	<b>458,204</b>	<b>75,010</b>
<b>-326,216</b>	<b>Earmarked Balances</b>	<b>0</b>	<b>0</b>	<b>0</b>
1,204,628	Balance as at start of year ~ General	1,725,209	1,725,209	0
326,216	Balance as at start of year ~ Earmarked	0	0	0
1,725,209	Balance as at end of year ~ General	2,108,403	2,183,413	75,010
0	Balance as at end of year ~ Earmarked	0	0	0

**Appendix 2**

**HRA Capital Plan Update 2006/07  
Month 1**

<b>Description</b>	<b>Approved Schemes £</b>	<b>Actual to End of April £</b>	<b>Forecast Outturn £</b>
Housing Repair Work Pre 2006/07	136,273	300	136,273
Environmental Improvement Works	373,000	0	373,000
2005/06 Major Improvements – All Groups	0	343,334	900,000
2006/07 Major Improvements – All Groups	2,979,000	5,879	2,072,000
Windows Replacement	2,982,000	251,069	2,982,000
Central Heating Contract	1,000,000	35,610	1,000,000
DFG - Council Properties	100,000	15,103	100,000
<b>Total</b>	<b>7,570,273</b>	<b>651,296</b>	<b>7,563,273</b>

<b>HRA Capital Plan Financed By:</b>	<b>Original £</b>	<b>Forecast £</b>
Major Repairs Allowance Grant	2,400,000	2,400,000
Useable Capital Receipts	706,000	706,000
Prudential Borrowing	4,464,273	4,457,273
<b>Total</b>	<b>7,570,273</b>	<b>7,563,273</b>

REPORT TO CABINET

**CABINET MEMBER:** Councillor P J Marfleet, Lead Cabinet Member for Finance & Personnel

**DATE:** 23 May 2006

**SUBJECT:** Revenue Budget 2006/07

**1. DECISION SOUGHT**

1.1 Members note the budget performance figures for the 2006/07 financial year as detailed in the attached appendices.

**2. REASON FOR SEEKING DECISION**

2.1 The need to deliver the Council's agreed budget strategy for the 2006/07 financial year and avoid reducing already inadequate reserves.

**3. POWER TO MAKE THE 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.

**4. COST IMPLICATIONS**

4.1 This report details the initial projections of Service budget year end positions as reported by Directorates, together with information on pressures and savings within the corporate budgets. The service pressure projections are as at the end of April 2006.

The appendix details a potential underspend totalling £35k. This excludes the schools' delegated budgets. It is clearly very early in the financial year and forecasts must be treated with caution at this point.

i) **Social Services** has highlighted a number of potential pressures due to additional demand for services. This has been offset by the assumed use of the 2005/06 underspend and savings in other areas.

ii) **Education** have shown a small potential overspend for the translation service, but are reviewing it to identify savings.

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.

**4.4 The schools' delegated budget** – Early indications are that schools will be using a proportion of their brought forward balances in order to set balanced budgets for 2006/07.

4.5 Details are also included in the appendix of the position regarding planned efficiency savings. All appear to be potentially deliverable at this stage.

**4.6** There are a number of issues that have come to light since the budget was set that will need to be allowed for within service and corporate budgets as adjustments. These include the unexpected implementation of the increase in employer's contributions for the Teacher's Pension Fund from January 2007. Some of the anticipated procurement savings will not be achieved in the short term but will be longer term. Several sums have been confirmed by the Assembly as 'included in the 2006/7 settlement' but were not transparent at the time and have therefore not been allowed for. These pressures will be offset by clarification of the likely saving on capital finance costs and investment income, together with the saving on insurance premiums as shown in the separate report on the agenda. An update and analysis of these changes will be available for the next meeting of Cabinet.

## **5. FINANCIAL CONTROLLER STATEMENT**

5.1 Directorates need to continue to exercise tight control over their revenue expenditure to ensure they are able to remain within their budgets.

## **6. CONSULTATION CARRIED OUT**

6.1 Lead Cabinet members need to continue to consult with Heads of Service to agree necessary remedial action to accommodate pressures in 2006/07.

## **7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

7.1 Proper management of the Council's revenue budget underpins activity in all of the Council's policy areas.

## **8. ACTION PLAN**

8.1 All departments undertake regular budget monitoring and will continue to identify and take advantage of savings and efficiencies.

## **9. RECOMMENDATION**

9 That Members note the budget performance figures for 2006/07 as detailed in the attached appendices.



**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07  
POSITION AS AT END APR 2006**

Directorate	Budget			Projected Outturn			Variance			Variance Previous report £000s
	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	
Lifelong Learning (excluding schools delegated)	29,848	-10,723	19,125	29,878	-10,723	19,155	30	0	30	0
Environment	35,237	-13,624	21,613	35,237	-13,624	21,613	0	0	0	0
Personal Services	50,251	-14,450	35,801	49,673	-13,937	35,736	-578	513	-65	0
County Clerk	2,003	-570	1,433	2,003	-570	1,433	0	0	0	0
Resources	8,628	-2,635	5,993	8,789	-2,796	5,993	161	-161	0	0
Corporate, Miscellaneous & Benefits	20,773	-16,668	4,105	20,773	-16,668	4,105	0	0	0	0
<b>Total All Services</b>	<b>146,740</b>	<b>-58,670</b>	<b>88,070</b>	<b>146,353</b>	<b>-58,318</b>	<b>88,035</b>	<b>-387</b>	<b>352</b>	<b>-35</b>	<b>0</b>
Capital Financing Charges/Investment Income			11,180			11,180			0	0
Increase in Bad Debt Provision						0			0	0
Precepts & Levies			4,185			4,185			0	0
			<b>103,435</b>			<b>103,400</b>			<b>-35</b>	<b>0</b>

**Note:**

The Management Accounting rules of the Council require debtor account entries to be reversed in respect of amounts outstanding for more than 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 2006/07  
LIFELONG LEARNING  
POSITION AS AT END APR 2006**

	Budget			Projected Outturn			Variance			Variance Previous report £000s
	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	
Individual School Budgets	52,896	-4,291	48,605	52,896	-4,291	48,605	0	0	0	0
School Funds Held Centrally	15,866	-4,660	11,206	15,866	-4,660	11,206	0	0	0	0
Non school Funding #	2,006	-881	1,125	2,006	-881	1,125	0	0	0	0
Corporate Services	449	-5	444	479	-5	474	30	0	30	0
Countryside & Leisure	6,060	-3,416	2,644	6,060	-3,416	2,644	0	0	0	0
Tourism, Culture & Heritage	5,467	-1,761	3,706	5,467	-1,761	3,706	0	0	0	0
	29,848	-10,723	19,125	29,878	-10,723	19,155	30	0	30	0
<b>Total Lifelong Learning</b>	<b>82,744</b>	<b>-15,014</b>	<b>67,730</b>	<b>82,774</b>	<b>-15,014</b>	<b>67,760</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07  
LIFELONG LEARNING  
POSITION AS AT END APR 2006**

<u>Comments</u>	<b>Current Month</b>	<b>Previous Month</b>
	<b>£000s</b>	<b>£000s</b>
<b>EDUCATION</b>		
<b>Individual School Budgets:</b> The early indications are that schools will be utilising a proportion of their brought forward balances in order to set balanced budgets for 2006/07.	0	0
<b>Corporate Services</b> There is an anticipated overspend on the Translation Service budget of £30k due to the demand on the service, and the need to use external provision. A tendering of external provision is being undertaken by the Procurement Unit which will hope to reduce the pressure this year and other options to offset the pressure completely are being explored. A full review of the service is being carried out in year to identify alternative service delivery options that will hopefully eliminate the pressure for 2007/08.	30	0
<b>TOTAL EDUCATION</b>	<b>30</b>	<b>0</b>
<b>Note</b> Early indications are that there are pressures on energy costs and criminal records bureau checks. Action is being taken to identify compensatory savings in year to mitigate these pressures however we may need to report these as specific pressures further in year as the picture becomes clearer.		
<b>TOTAL CULTURE &amp; LEISURE</b>	<b>0</b>	<b>0</b>
<b>TOTAL LIFELONG LEARNING</b>		
Total	<b>30</b>	<b>0</b>

**CULTURE & LEISURE EFFICIENCY SAVINGS PROGRESS REPORT**

<b>Proposed Efficiency Saving</b>	<b>Target</b>	<b>Progress</b>
Reduce funding to grant aided bodies	8,275	Achievable
Implementation of review of inherited terms & conditions for Library Service Staff	6,000	Achievable
New charges	6,000	Achievable
New tourist attraction lease at Children's Village & franchise at Riverside Park	8,000	Achievable
Ffrith Festival Gardens: secure new user, reduce fixed premises costs	10,000	Achievable
Countryside & Leisure Services miscellaneous efficiencies	6,725	Achievable
Review of Leisure Centre staff rotas	5,000	Achievable
	50,000	
<b>Education Efficiency savings</b>	<b>£</b>	
Procurement contracts and teacher supply within schools	-259,000	To be achieved by school governor bodies
Vacancy control/staff management	-12,101	On target
Savings on supplies and services	-40,689	On target
Introduce charge for grant administration	-19,000	On target
<b>TOTAL</b>	<b>-330,790</b>	

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07**  
**ENVIRONMENT DIRECTORATE**  
**POSITION AS AT END APR 2006**

	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
Development Services	9,180	-5,169	4,011	9,180	-5,169	4,011	0	0	0	0
Transport & Infrastructure (Notes 1 & 2)	9,036	-4,011	5,025	9,036	-4,011	5,025	0	0	0	0
Planning & Public Protection	4,214	-1,914	2,300	4,214	-1,914	2,300	0	0	0	0
Director & Support (Note 3)	1,516	-431	1,085	1,516	-431	1,085	0	0	0	0
Environmental Services	11,291	-2,099	9,192	11,291	-2,099	9,192	0	0	0	0
<b>Total Environment</b>	<b>35,237</b>	<b>-13,624</b>	<b>21,613</b>	<b>35,237</b>	<b>-13,624</b>	<b>21,613</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Notes**

**Potential areas of budget pressure**

1 As part of the budget setting process the Directorate is expected to achieve net income of £190K on the following initiatives in 2006/07:-

(a) Introduction of car parking charges on Rhyl Promenade (net of start up costs)	£150K
(b) Review and rationalisation of car parking charges across the County	£40K
	£190K

Any further delay in the introduction of fees will have a serious impact on the Directorate being able to achieve the above during the 2006/07 financial year.

2 In the event of severe weather it is possible that the winter maintenance budget, together with the winter maintenance reserve, will be insufficient to cover the costs.

3 Continuing pressures on the Open Spaces budget will be closely monitored to ensure the service remains within budget during 2006/07.

**Other points**

4 The above projections are on the assumption that any underspends on the 2005/06 outturn for the Directorate which are required to fund specific earmarked items are carried forward into the 2006/07 financial year.

5 The Directorate put forward a number of efficiency savings as part of the Budget setting process. These totalled £156K and will be monitored on an on-going basis throughout the financial year. These are summarised between the service departments below

Details	£'000s
Development Services	27
Transport & Infrastructure	15
Planning & Public Protection	67
Director & Support	12
Environmental Services	35
	156

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07  
SOCIAL SERVICES AND HOUSING  
POSITION AS AT END APR 2006**

	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	8,870	-617	8,253	8,873	-603	8,270	3	14	17	0
Adult Services	33,835	-8,577	25,258	33,666	-8,068	25,598	-169	509	340	0
Business Support & Development	2,084	-49	2,035	2,083	0	2,083	-1	49	48	0
Supporting People Grant	3,923	-3,920	3	3,551	-3,603	-52	-372	317	-55	0
Underspend Brought Forward 2005/6	0	0	0	0	-350	-350	0	-350	-350	0
	<b>48,712</b>	<b>-13,163</b>	<b>35,549</b>	<b>48,173</b>	<b>-12,624</b>	<b>35,549</b>	<b>-539</b>	<b>539</b>	<b>0</b>	<b>0</b>
Non HRA Housing	1,539	-1,287	252	1,500	-1,254	246	-39	33	-6	0
Underspend Brought Forward 2005/6	0	0	0	0	-59	-59	0	-59	-59	0
<b>Total Personal Services</b>	<b>50,251</b>	<b>-14,450</b>	<b>35,801</b>	<b>49,673</b>	<b>-13,937</b>	<b>35,736</b>	<b>-578</b>	<b>513</b>	<b>-65</b>	<b>0</b>

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07**  
**SOCIAL SERVICES AND HOUSING**  
**POSITION AS AT END APR 2006**

<b>SOCIAL SERVICES</b>	<b>Current</b>	<b>Prev</b>
<b>CHILDREN'S SERVICES</b>	<b>£000s</b>	<b>£000</b>
The outturn figures have been projected based on previous trends less the allocation of new monies received.	17	0
<b>ADULT SERVICES</b>		
<b>Learning Disabilities</b>		
Family Support is expected to be the main area of budget pressure in 2006/07 as in previous years because service demands continue to exceed the budget available.	157	0
<b>Mental Illness</b>		
Residential & Nursing spend is the main budget pressure based on activity in 2005/06. The projection assumes client numbers remain reasonable constant in 2006/07.	80	0
<b>Older People</b>		
Although Older people Purchasing achieved an overspend of approximately £95K in 2005-6, it is anticipated that a balanced budget will be achieved in 2006/07 due to new money being received. The current projection has been calculated using current client numbers and costs.	40	0
<b>PDSI</b>		
The main budget pressure is still Community Care despite extra budget being allocated. Occupational Therapy spend on minor adaptations and equipment is still a major budget pressure, based last year's	162	0
<b>Performance Management &amp; Commissioning</b>		
The majority of these budgets relate to staffing. It is anticipated that these budgets will be fully utilised.	0	0
<b>Other Adult Services</b>		
The majority of the under spend reported is budget that is as yet unallocated. This will be re-allocated within the service to meet pressures during the course of the year.	-99	0
<b>Joint Working &amp; Older People Strategy</b>		
This budget is grant funded supplemented by a small base budget. Printing costs expected in 2006/07	0	0
<b>Cefndy Enterprises</b>		
Indications for 2006-7 are that Cefndy should hopefully achieve a balanced budget.	0	0
<b>TOTAL ADULT SERVICES</b>	<b>340</b>	<b>0</b>
<b>Business Support &amp; Development</b>		
Directorate support costs are forecast to be the main budget pressure, based on the pattern of spend in 2005/06, and the cost of implementing a major new IT system (PARIS).	48	0
	<b>48</b>	<b>0</b>
<b>Supporting People Grant</b>		
The Supporting People final grant settlement for 2006/07 is still unknown. There is an estimated underspend due to projects awaiting commissioning. It should be noted that once the SP grant is integrated into the RSG, the formula based settlement suggests this will result in a significant cut in funding and it may be prudent to earmark any underspend in 2006/07 to dampen the impact in future years.	-55	0
	<b>-55</b>	<b>0</b>
<b>Assumed under spend brought forward (2005/06)</b>	<b>-350</b>	<b>0</b>
<b>NON-HRA HOUSING</b>		
An underspend in Welfare Services is off setting a projected over spend in Homelessness. The budget is under review pending the introduction of the leasing subsidy in the HRA.	-6	0
<b>Assumed under spend brought forward (2005/06)</b>	<b>-59</b>	<b>0</b>
	<b>-65</b>	<b>0</b>

**Social Services and Housing Efficiency Savings 2005/06 - Progress Report**

<b>Children Services</b>	<b>Target</b>	<b>Details</b>	<b>Status</b>	<b>Comments</b>
Family Support Workers	£148,000	Transfer funding to Supporting People	<b>Achieved</b>	
<b>Adult Services</b>				
Domiciliary Contract Efficiencies	£53,000	Single rate for Domiciliary Care introduced October 2005.	Achievable	
EMI Nursing / Domiciliary Efficiencies	£5,000	Block purchase of 5 EMI beds to be paid at previous year's rates.	Achievable	
General - Extending charges	£30,000	All service users except Mental Health to be charged. Widened to Cornerstone and increase in Day care rates as agreed in 2004/05.	Achievable	Dependant on the individual income of clients.
Care Brokers	£30,000	To save Operational time and efficiency through Care Broker Services. Geographical patterns of provision should generate scope for efficiencies.	Achievable	
Local Authority Home Care	£11,000	Remove all Homecare overtime	Achievable	
Continuing Health Care	£70,000	Widen scope of current re-charging	Achievable	
General Contractual Savings in Adult Services	£20,000	Review of Link House and personal care service contracts.	Achievable	
Direct Payments	£10,000	Increase DP having financial benefits of £1.50 per hour	Achievable	
Adult Learning Disabilities- Contract Efficiencies in Work Opportunities & Community Living	£25,000	Carry out a review of costing etc. Similar to that carried out for older people to introduce planned purchasing.	Achievable	
Adult Learning Disabilities- Contract out Community Living Services.	£20,000	2 projects being tendered to independent sector.	Achievable	
Elderly Residential & Day Care	£16,000	Explore Options for the use of Llys Nant Special Care Unit and review agency cover.	Achievable	
Vacant Posts	£80,000	Staff savings through slippage on vacant posts.	Achievable	
Meals on Wheels	£5,000	Going out to tender for delivery of service and reviewing charging.	Achievable	
Voluntary Organisation Payments	£14,000	Reduction of 2% below inflationary uplift.	<b>Achieved</b>	
<b>Business Support &amp; Development</b>				
Reduction in recruitment & Retention	£5,000	Less advertising costs due to better retention of employees.	Achievable	
NNDR - Henllan	£6,000	Henllan deleted from Valuations list so no NNDR charge.	<b>Achieved</b>	
Telephone Rental Streamlining	£1,000	Deleted Extension numbers no longer required.	<b>Achieved</b>	
Paris Project Savings	£8,000	Reduction in revenue costs by possible grant funding	Achievable	
<b>Housing</b>				
Homelessness	£5,000	Further savings to be made by transferring expenditure from B&B to leased accommodation.	Achievable	
<b>Totals</b>	<b>£562,000</b>	Total = £647k -£85k re fee increase re-instated		



**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07**  
**RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS**  
**POSITION AS AT END APR 2006**

	Budget			Projected Outturn			Variance		
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
County Clerks	2,003	-570	1,433	2,003	-570	1,433	0	0	0
<b>Resources Directorate</b>									
Finance	4,158	-1,918	2,240	4,158	-1,918	2,240	0	0	0
Policy Unit	349	0	349	349	0	349	0	0	0
Audit	418	-63	355	418	-63	355	0	0	0
I.T	2,617	-480	2,137	2,617	-480	2,137	0	0	0
Personnel	1,086	-174	912	1,086	-174	912	0	0	0
Project Management	0	0	0	161	-161	0	161	-161	0
<b>Total</b>	<b>8,628</b>	<b>-2,635</b>	<b>5,993</b>	<b>8,789</b>	<b>-2,796</b>	<b>5,993</b>	<b>161</b>	<b>-161</b>	<b>0</b>
<b>Corporate and Miscellaneous</b>	4,771	-687	4,084	4,771	-687	4,084	0	0	0
<b>Benefits</b>	16,002	-15,981	21	16,002	-15,981	21	0	0	0
<b>Capital Fin Charges/Investment Income</b>	11,180	0	11,180	11,180	0	11,180	0	0	0

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR R W HUGHES LEADER**

**DATE: 23 MAY 2006**

**SUBJECT: WORK CONNECT**

**1. DECISION SOUGHT**

To join with the former partners in the sub-regional Objective One project, Work Connect in allocating the surplus funds derived from the first phase of Work Connect as match funding for the existing second stage.

**2. REASON FOR DECISION**

Work Connect was a sub-regional project managed by ELWa on behalf of a wide partnership which included the WDA and the four Local Authorities in North Wales in the Objective One area. Its purpose was to provide support for the long term unemployed by providing them with access to the employment market through an intermediate labour market. The project was successful and surplus funds were created through the pilot phase of the first project which were not required for first phase operations.

The partners believed the surplus funds provided an opportunity to match fund a second phase. In February 2003, the partners agreed to use their best endeavours to make this surplus funding available for the next phase and ELWa were charged with identifying a way forward.

As a result of re-organisations within ELWa, the reviewed management arrangements became necessary and the Wales Council for Voluntary Action were approached and agreed to take on the management functions of the second phase. ELWa agreed to continue their work to resolve the issues arising from the first phase.

Following protracted discussion, mainly within ELWa about legal and authority issues, ELWa eventually on the 13<sup>th</sup> April 2005, wrote to all the partners in order to begin discussions on the matter. The surplus funds are at the disposal of Denbighshire County Council but the funds have to be used for a project which supports the long term unemployed and its use as match funding for another European project will maximise the benefits to be derived from the funds.

At the 25<sup>th</sup> February 2005, surplus funds stood at £213,933.89 of which Denbighshire's share amounts to £23,750.

ELWa has advised the Council that they are not aware of any liabilities arising from the operations of the first stage of the Work Connect project. However,

they point out that at some point the European Court of Auditors would probably want to examine the project records in the course of a routine audit and may do so at any point up to 2015. If any post termination liability were to arise, it is most likely that it would be in respect of a claim for repayment as a result of such an audit. However, ELWa stresses that they have no reason to believe that such an outcome is likely to result from any such audit.

ELWa believe that by distributing the surplus in the matter provisionally agreed by the partners, the whole process of dealing with the first phase of Work Connect will be terminated and they seek the Council's instructions.

### **3. POWER TO MAKE DECISION**

9.1 (B) of the Council Constitution

### **4. COST IMPLICATIONS**

There are no cost implications arising out of the actions.

### **5. FINANCIAL CONTROLLER STATEMENT**

The second stage of the work connect project needs to be monitored carefully with regular financial information provided to the partners.

### **6. CONSULTATION CARRIED OUT**

The paper has the benefit of a consultation with both Legal and Resources Departments. In view of the unusual nature of the situation, the Head of Development Services has involved the Corporate Director for Resources closely in consideration of this matter and together they have met the financial manager of ELWa dealing with the issues here.

The discussion revolved around the risks of the project and the role of the original grant recipient i.e. ELWa. ELWa are not aware of any risks arising from the operations of the first phase of the project. They have undertaken considerable internal audit work on the first phase and are satisfied that, to the best of their endeavours, the project has been carried out successfully. ELWa's role was to manage the project on behalf of a partnership who agreed the overall remit. The management was exercised in a partnership board in which all the partners were represented i.e. the four Local Authorities, WDA, ELWa, WCVA and Careers Wales North West. Lessons had clearly been learnt from this complicated management arrangement and in the second phase the management is more direct from WCVA to the project manager.

Consideration was then given to alternative options and the Council could consider alternative projects of its own to use the money. However, given the range of the project and the scale across North West Wales, it was clear that the Council would have difficulty matching the benefits accruing to the region and to Denbighshire by deciding to proceed independently. Furthermore, the provisional agreement had been arrived at two years previously and the

WCVA in good faith had proceeded with the second phase and would be in some difficulty if the money was not provided according to the original agreement.

The County Solicitor raised the point that if the Council agreed to the transfer of surplus funds in the way suggested would the project then be in breach of the European Funding conditions. ELWa have provided assurance that the surplus derives from a prototype pilot project called the Employment Zone, combined with bank interest and is therefore outside the terms of the European grant and consequently no liabilities arise in the way suggested by the County Solicitor's question.

The Head of Development Services has also consulted with the other three Local Authorities involved and all concur that they will be complying with the original agreement.

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

Work Connect provide substantial funds to assist the Council's Regeneration Strategies and Social Exclusion Strategies.

**8. RECOMMENDATION**

That the full amount of the Council's share of surplus resources derived from the Work Connect – Joint Venture Agreement – be paid to the Wales Council for Voluntary Action to be used as match funding for the second stage of the Work Connect project and that ELWa be instructed accordingly.

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR PAUL MARFLEET**

**DATE: 23 May 2006**

**SUBJECT: Extension to Exemption of Contract Procedure Rule 23.4**

**1 DECISION SOUGHT**

1.1 Members to approve an extension to the exemption of Contract Procedure Rule 23.4 (as set out in the Financial Regulations 31, CPR 23.4) as granted on 14<sup>th</sup> September specifically for construction contracts as tendered in the main by Development Services.

1.2 That Members further approve that the method of examining tenders for construction contracts during the period of the exemption will be as laid out within the Construction Industry Board's Code of Practice for the selection of main contractors (1997).

**2 REASON FOR SEEKING DECISION**

2.1 Members approved an initial exemption to CPR 23.4 in September 2005 for a period of 6 months. It was anticipated that a full review of the CPRs within the Financial Regulations would have taken place by April 2006 mainly due to the changes brought in under the new Public Contract Regulations 2006. However the new Regulations were delayed, only coming into force on 31<sup>st</sup> January. As a result, this provided insufficient time for a full review and consultation of the CPRs and an extension to this particular exemption is formally requested.

The remainder of this Report outlines the reasons as to why the initial exemption was requested. The current Contract Procedure Rule 23.4 as drafted is in contravention of the Code of Practice for the selection of main contractors. This Code is the Code that is used throughout the construction industry.

2.2 The Contract Procedure Rule in question is drafted as follows:-

“23.4 Where, on examination of tenders:

(a) there is an error of clerical or arithmetical transcription or computation manifest upon the face of the document which would affect the tender figure in an otherwise successful tender, the tenderer shall be given details of such errors in writing and shall be allowed the opportunity of correcting those errors;

(b) the tenderer has omitted information or has amended the tender specification or contract terms, the tenderer shall be afforded an opportunity of confirming, rejecting or withdrawing the tender.

23.5 If the tenderer withdraws, or the corrected tender is no longer the lowest tender, the next tenderer in competitive order is to be examined.

2.3 Effectively, this CPR deals with inaccuracies and error found within tender submissions from potential contractors. The current CPR allows for tenderers to amend their tender price should a clerical or an arithmetical error manifest itself in the documentation or confirm or withdraw their tender should they found to have omitted any information.

2.4 A Code of Practice for Construction on the other hand allows for the tender enquiry to state whether overall price or the pricing document is to be dominant. If the price is dominant the tenderer will be asked to stand or withdraw the tender. If rates are dominant the tenderer can be requested to amend the tender price. The current CPR's do not allow for the, normally preferred, 'price is dominant' option. Details as to which procedure will be used must be included within the tender documentation.

2.5 The potential issues that may arise from not amending this clause is that potential contractors can seek to submit incorrect tenders knowing that they will be given an opportunity to amend the price should they be the lowest. This practice should not be entertained by the Council. Further it places the onus firmly back on the tenderer to submit correct tenders prior to the closing date and time.

2.6 Members agreed to the exemption on the above basis and approved the method of examining tenders for construction contracts during the period of the exemption to be as laid out within the Construction Industry Board's Code of Practice for the selection of main contractors (1997) (paragraph 4.4-4.8 pg 21).

2.7 This exemption does not apply to any other contract other than construction contracts. However, consideration will be given during the redrafting / amendment of the CPR to ensure that the same practices are applied to all of the council's contracts.

### **3 POWER TO MAKE THE DECISION**

Cabinet has the power to grant an exemption to any of the CPR's in accordance with CPR 9, Financial Regulations 31 contained within the Constitution.

### **4 COST IMPLICATIONS**

N/A

### **5 FINANCIAL CONTROLLER STATEMENT**

The proposed change to CPR 23.4 is in line with industry practice and reduces the risk of compromising the integrity of the tender process.

### **6 CONSULTATION CARRIED OUT**

DEVELOPMENT SERVICES: - The request for the exemption initially derived from Development Services who support this report. Design Services further supports the extension to the exemption.

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

N/A

**8 ACTION PLAN**

Revision of CPR 23.4 will take place and be implemented by Full Council in September 2006 - Responsible Officer: Nia Grisdale

**9 RECOMMENDATIONS**

9.1 That Members to approve an extension to the exemption of Contract Procedure Rule 23.4 (as set out in the Financial Regulations 31, CPR 23.4) as granted on 14<sup>th</sup> September 2005 specifically for construction contracts as tendered in the main by Development Services.

9.2 That Members further approve that the method of examining tenders for construction contracts during the period of the exemption will be as laid out within the Construction Industry Board's Code of Practice for the selection of main contractors (1997).

**CABINET  
FORWARD WORK PROGRAMME**

<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
<b>JUNE 2006</b>	
Revenue Budget Monitoring Report	Councillor P J Marfleet R Parry
Capital Plan	Councillor P J Marfleet R Parry
Final Revenue Accounts 2005-2006	Councillor P J Marfleet R Parry
Amendments to Travelling and Subsistence	Councillor P J Marfleet A Evans
Approval of Authority's Work Programme 2006-2009	Councillor R W Hughes J Williams
Review of Authority Procedures Regarding Rent Collection for Leased Buildings	A Evans K Jones
Royal International Pavilion Phase I <i>Way forward following feasibility study</i>	Councillor S Roberts T Hughes
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Alcohol Consumption in Designated Public Places	Councillor E C Edwards R Schwarz / I Prys Jones
Single Education Plan – to be adopted by Council July 2006	Councillor D Owens I Lloyd Roberts
Corwen Car Park And Denbigh Multi Story Car Park	Councillor E W Williams D Farquhar
Joint Procurement of Waste Disposal Services in Conjunction with Conwy CBC and Flintshire CC	Councillor E W Williams S Parker
HMO Licensing Fees and Charges	Glesni Owen
<b>JULY 2006</b>	
Revenue Budget Monitoring Report 2006-2007	Councillor P J Marfleet R Parry
Capital Plan	Councillor P J Marfleet R Parry
Community Capital Projects	Councillor R W Hughes M Dixon
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Cefndy Healthcare	Councillor P A Dobb N Ayling
Delegations to Officers	I K Hearle
Llangollen Design Guide SPG	Councillor E W Williams M Pender
Approval of Wind Farm Draft SPG	Councillor E W Williams M Pender
Approval of LDP Preferred Strategy and Strategic Options Sep	Councillor E W Williams M Pender
Regional Partnership Board	Councillor R W Hughes J Williams
<b>AUGUST 2006 ~ NO MEETINGS</b>	
<b>SEPTEMBER 2006 ~ 1<sup>ST</sup> MEETING</b>	
Revenue Budget Monitoring Report	Councillor P J Marfleet R Parry



<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
Corporate Quarterly Performance Report	Councillor P J Marfleet J Williams
Capital Plan	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
Modernising Education: Report on Work in Stage I of Consultation	Councillor D Owens H W Griffiths
<b>SEPTEMBER 2006 ~ 2<sup>ND</sup> MEETING</b>	
Revenue Budget Monitoring Report	Councillor P J Marfleet R Parry
Capital Plan	Councillor P J Marfleet R Parry
Annual Treasury Report	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
SSIW Children's Services Inspection Report	Councillor M A German N Francis
<b>OCTOBER 2006</b>	
Revenue Budget Monitoring Report	Councillor P J Marfleet R Parry
Capital Plan	Councillor P J Marfleet R Parry
Review of Capital Prioritisation	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
Learning Disability Commissioning Strategy – may incorporate Review of Older People Commissioning Strategy	Councillor P A Dobb N Ayling
<b>NOVEMBER 2006</b>	
Revenue Budget Monitoring Report	Councillor P J Marfleet R Parry
Capital Plan	Councillor P J Marfleet R Parry
Corporate Quarterly Performance Report	Councillor P J Marfleet J Williams
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Review of Hospital Discharge Scheme	Councillor P A Dobb N Ayling
<b>DECEMBER 2006</b>	
Revenue Budget Monitoring Report	Councillor P J Marfleet R Parry
Capital Plan	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

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
<b>JANUARY 2007</b>	
Revenue Budget Monitoring	Councillor P J Marfleet R Parry
Capital Plan	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
<b>FEBRUARY 2007</b>	
Revenue Budget Monitoring Report	Councillor P J Marfleet R Parry
Capital Plan	Councillor P J Marfleet R Parry
Treasury Management Strategy <i>Sets out the strategy for the coming year</i>	Councillor P J Marfleet R Parry
Corporate Quarterly Performance Report	Councillor P J Marfleet J Williams
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
<b>MARCH 2007</b>	
Revenue Budget Monitoring Report	Councillor P J Marfleet R Parry
Capital Plan	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
Modernising Education Update	Councillor D Owens H W Griffiths