Appendix 1

	CYNGOR **Sir Ddinbych** **Denbighshire** COUNTY COUNCIL

The Project Proposal is the first document developed to introduce a project. It should expand the initial concept or idea to broadly define the scope of the proposed project (objectives, outcomes and outputs), and provide an estimate of the resourcing time and costs associated with progressing the initiative.

Project / Activity Name:	**Review of Taxi Licensing Function**

Head of Service:	Graham H Boase	**Service Area:**	Licensing
Form Completed by:	Emlyn Jones	**Date:**	9th July 2012
Project Sponsor:	Graham Boase	**Project team:**	Ivan Butler
Project Manager:	Emlyn Jones	*If relevant*	Nicky Jones Jo Thomas Tim Wynne-Evans

PROJECT TYPE

*Please categorise your project type. Mark **one** box only.*

This PID is for a work programme or block allocation (ie a collection of smaller works managed coherently together eg maintenance schemes, grant schemes, highway maintenance, etc)	
The project scored 0 to 4 and is categorised as SMALL	
The project scored between 5 and 10 and is categorised as MEDIUM	x
The project scored over 10 and is categorised as LARGE	

*Please complete the scoring matrix below to evidence your categorisation. This **is not** required if you have categorised the activity as a work programme or block allocation.*

Criteria:	Score 0	Score 1	Score 2	
What is the total cost of the project?	Up to £50K OR Up to £150K (construction)	£50K to £150K OR £150K to £1mill (construction)	Over £150K OR Over £1 million (construction)	0
How long will it take to develop and implement the project?	Up to 3 months	3 to 12 months	Over 12 months	1
Which stakeholders are involved?	Mainly internal	Internal & external	Stakeholder opposition	1
Has Denbighshire done this sort of project before?	Many times	Once or twice	Never	1
What is the reputational risk to Denbighshire if we make significant mistakes in project delivery or the project fails?	Low	Medium	High	1

What is the financial risk to Denbighshire if we make significant mistakes in project delivery or the project fails?	Low	Medium	High	1
Total Score:				**5**

BACKGROUND INFORMATION

This section should provide a brief description of the project/activity you propose to undertake and the reason it is required. You should assume that the reader has no background knowledge.

Taxis and Private Hire Vehicles (PHV) are an important mode of local transport. They are of particular importance in areas that have limited public transport, such as our rural communities (such as Denbighshire). Denbighshire County Council have a responsibility to provide a robust taxi and PHV licensing system, which ensures the public travel safely, receive a good level of service and drivers are not overly burdened by unnecessary conditions.

In Denbighshire there are currently 17 PHV Operators, 84 PHV licensed vehicles, 238 Hackney Carriage Vehicles (Taxis), 49 licensed PH drivers and 338 Hackney and PHV licensed drivers. Licenses are received, considered and issued by the Licensing Admin Team. Vehicle licenses are issued by Fleet Services once authorised by the licensing admin team. The licensing system involves a number of people, including Licensing Admin Team, Community Safety Enforcement Officers, Fleet Services, Members and CRB and it is therefore important to ensure that a robust system is in place which is understood by all parties. The Council operate a Licensing Committee who consider and propose policy, and make decisions as a quasi-judicial body, on individual applications. Some decisions are delegated to officers and/or Head of Service.
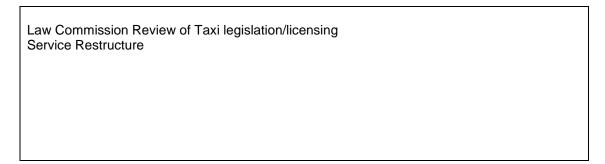
Community Safety Enforcement Officers undertake enforcement activities in relation to taxi licensing. These officers investigate complaints in relation to taxis. There is intelligence to support the view that there are still a core of taxi operators/vehicles/drivers that are non compliant. DCC School Transport and Social Services also contract the services of licensed taxi operators/drivers to transport vulnerable people e.g children and the elderly. It is therefore of paramount importance to ensure that the taxi licensing system is operated safely to protect the safety of the public.

We recently had a case whereby a driver's licence was revoked following a complaint and subsequent evidence demonstrated that he had misled the Authority by failing to disclose his previous arrest and relevant enforcement history. This highlighted a need to review the scheme of delegations for revoking/suspending licenses, review policies and procedures relating to taxi licensing, and review of communication between the licensing section and other DCC sections namely social services and school transport.

The project involves undertaking a systems thinking review of the whole taxi licensing process, involving all relevant/involved parties. This process will then result in a series of recommendations which the project team will review and prioritise/implement accordingly. These are likely to include, review of scheme of delegation/constitution, developing a set of policies and procedures owned and communicated by all parties, development of a database to record all relevant information including enforcement activities and undertaking a comprehensive review of relevant fees and charges (which is already being undertaken separately).

OUT OF SCOPE

If this Project Proposal is approved please detail any elements (e.g. activities, functions, services, geographic areas) which will be specifically excluded from the project. Note that in-scope activity should have been defined in the Background Information section above.

OUTPUT

An output is what is physically created by the project e.g. a new or refurbished building, a policy or strategy document, a re-structured organisation or service, an event, a new software system installed, etc.

Reviewed, comprehensive and lean procedures
Development of a reliable and easy to access database of enforcement activities
A clear and correct scheme of delegation

OUTCOME

An outcome is what happens, or what should happen, as a consequence of delivering the output e.g. improved educational attainment, safer working practices, cheaper or more efficient service delivery, etc.

- Better understanding by all interested parties of the process of taxi licensing
- Greater confidence in the system
- Adherence to legal principles, relevant legislation and Department for Transport guidance
- Improved communication between service areas
- Clear understanding of roles and responsibilities of all interested parties in the process of taxi licensing
- Better and more informed decision making processes
- Improved protection of the public
- Improved use of existing ICT database (LALPAC)

INTER-DEPENDENCIES

Please provide further information if this project or activity will have dependencies with other projects, service reviews or council activities.

Law Commission Review of Taxi legislation/licensing
Service Restructure

OVERARCHING AIMS - CORPORATE PRIORITIES / SERVICE OUTCOMES

This section should identify how the project / activity supports Denbighshire's corporate priorities and the services' key outcomes

DCC/CCBC Service Outcomes, particularly in relation to keeping communities safe

TIMESCALES

This section should outline the desired timescales for the activity. It should include all key milestones including when the project / activity is proposed to commence and when the project / activity will be complete (and the output detailed earlier achieved).

Date	Milestone
15th & 22nd June 2012	Systems thinking review of the taxi licensing process
2nd July 2012	Meeting with all/some members of project team and submission of project proposal to Head of Service.
July 2012	Project proposal agreed and signed off.
August 2012	Presentation of Systems Thinking Review findings, draft procedures and list of actions to Head of Service.
August 2012	Prioritisation of actions by project team and allocation of tasks with agreed timescales.
September 2012	Preparation of Update Report to Performance Scrutiny by September 2012
December 2012	Completion of all agreed actions and submission of reviewed/new policies and procedures to Head of Service/Manager for approval.
April 2013	Review of success of project
April 2013	Update report to Performance Scrutiny.

COLLABORATION

Is this a collaboration project?	Yes		No	x

CAPITAL COSTS

The capital cost of a project is an important consideration in terms of whether or not it should proceed. Note that even some non-construction projects may have a requirement for capital costs. For example, fund the acquisition of new ICT hardware or undertaking alterations to a building.
At this stage it is acceptable to present a cost range.

Estimated project capital cost or cost range	£

REVENUE COSTS

The revenue cost of a project is an important consideration in terms of whether or not it should proceed. Please indicate below the expected revenue impact of the project or activity.

What is the impact of this project in terms of the revenue requirement for:	increase	neutral	decrease	not known
staff costs (salaries and associated)?				x
energy costs (heating, lighting, ICT, etc)?		x		
other property related costs (rental, insurance, etc)?		x		
ongoing ICT costs (licences, etc)				x
mileage of Denbighshire fleet vehicles?		x		
mileage for business travel by Denbighshire Employees using their personal vehicles?		x		
OTHER (please enter)				
OVERALL REVENUE REQUIREMENT				x

If necessary, please use the box below to provide any further details in relation to the revenue funding information you have provided (e.g. any assumptions made, estimates of potential revenue savings, income that may be generated by the project to offset revenue expenditure, etc).

EQUALITIES IMPACT

The Council has a duty to ensure compliance with the Equalities Act (2010) which is intended to protect individuals from unfair treatment and promote a fair and more equal society. The following section is designed to assess the possible equalities impact of the proposed project or activity. If you require further guidance on or assistance with completing this section please contact Denbighshire's Corporate Equalities Officer: karen.beattie@denbighshire.gov.uk

What is the expected impact of this project/activity in terms of the following equality groups:	positive	neutral	negative	not known
• Age (younger and older people)		x		

			x		
•	**Disability (physical, vision, hearing impairments, learning difficulties, mental health)**		x		
•	**Gender reassignment**		x		
•	**Marriage or civil partnership**		x		
•	**Race (including migrant workers, gypsy and travellers)**		x		
•	**Religion/Belief**		x		
•	**Sex including male, female, transgender)**		x		
•	**Sexual Orientation (lesbian, gay, bisexual, transgender))**		x		
•	**Relationships between groups may require clarification**		x		
•	**Welsh Language and/or culture**		x		

If you have indicated that the project or activity may have an impact on equalities (positive or negative) you may be required to complete an Equalities Impact Assessment (EqIA)

VERIFICATION:

Head of Service (or above):   I certify that:

- The project will address a service need and deliver benefits
- The project makes a necessary contribution to the overall strategy of the organisation
- The estimated cost can be justified by the anticipated improvement in services

And that I have assigned the following individuals into the key project roles:

Project Sponsor:	Graham Boase	**Signature:**	*Insert electronic signature*	**Dated:**	
Project Manager:	Emlyn Jones	**Signature:**	*Insert electronic signature*	**Dated:**	9/7/12

Frequency of Reporting: ***Producing the "Project Status Report"***	

Please return to Eleri Williams in Business and Performance