

CABINET

Minutes of the Special Meeting of the Cabinet held in the Council Chamber, Town Hall, Ruthin on Tuesday, 9th October 2001 at 7.30 p.m.

PRESENT

Councillors E.C. Edwards (Leader), I.M. German, D.M. Holder, R.W. Hughes, G.M. Kensler, E.A. Owens, A.E. Roberts and K.E. Wells.

APOLOGIES

Councillors D.M. Morris, W.R. Webb and E.W. Williams.

ALSO PRESENT

Acting Chief Executive, County Clerk and Head of Personnel.

1. EXCLUSION OF PRESS AND PUBLIC

***RESOLVED** that 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 1 of Part 1 of Schedule 12A of the Local Government Act 1972.*

2. SHORTLISTING - CORPORATE DIRECTOR OF PERSONAL SERVICES

The Acting Chief Executive welcomed to the meeting Mr. Ian Jefcott and Ms. Miriam Burton of Riley's Consultants, who had been engaged in the recruitment process for the posts of Corporate Directors.

Mr. Jefcott outlined the recruitment and assessment centre process and Ms. Burton presented to Members the detailed outcome of the assessment centre.

The Consultants responded to questions from Members and recommended that two candidates proceed to final interview by Full Council.

Members considered the recommendations in respect of each candidate.

***RESOLVED** that the two candidates recommended by the Consultants be shortlisted for interview by Full Council on 10 October 2001.*

The meeting concluded at 9.25 p.m.

CABINET

Minutes of the meeting of the Cabinet held in the Town Hall, Rhyl on Tuesday 23 October 2001 at 10.00 a.m.

PRESENT

Councillors E.C. Edwards (Leader), I.M. German, D.M. Holder, R.W. Hughes, G.M. Kensler, D.M. Morris, E.A. Owens, A.E. Roberts, W.R. Webb, K.E. Wells and E.W. Williams.

Observers: Councillor M.LI. Davies, S. Drew and W.G. Thomas.

ALSO PRESENT

Acting Chief Executive, Corporate Director of Resources, Financial Controller and the County Clerk.

1 URGENT MATTERS

The Leader gave notice of the following items which in his opinion should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act, 1972:-

- (i) recruitment - SO2 People in Communities Co-ordinator, Personal Services - Item 4vi;
- (ii) verbal update on Melyd Avenue, Prestatyn - Item 12;
- (iii) presentation by Audit Commission - Item deferred, and
- (iv) Part II - Appendix 2 for Item 15

2 PRESENTATION BY AUDIT COMMISSION - "CORPORATE GOVERNANCE"

Item deferred pending consideration of Partnership Council Best Value Review.

3 MINUTES OF THE CABINET

The Minutes of the Cabinet held on 11 October 2001 (previously circulated) were submitted.

RESOLVED that the Minutes of the Cabinet meeting held on 11 October 2001 be approved as a correct record and signed by the Leader.

4 RECRUITMENT

The Leader, Councillor E.C. Edwards submitted the following applications for approval:-

- (4) PO 3 Support Services Manager - Resources Directorate: Revenues;
- (ii) Sc 2 Resident Warden, St Asaph - Personal Services: Housing Services - Permanent Full Time Post;
- (iii) Sc 5 Assistant Tourism Officer - Environment: Economic Regeneration;
- (iv) SO 1 Tourism Officer - Environment: Economic Regeneration;
- (v) Sc 4 - SO1 Planning Officer - Environment: Planning, and
- (vi) SO2 People in Communities Co-ordinator - Personal Services.

RESOLVED that the external advertisement of the above mentioned posts be approved.

5 FOOT AND MOUTH FINANCIAL ASSISTANCE

Councillor E.C. Edwards, Leader of the Council presented the report (previously circulated) seeking Members' approval to new grant processes in order to give effect to the second tranche of financial assistance which had been provided to the Authority to disperse to businesses affected by the foot and mouth outbreak.

Members discussed the Appendices to the report, in particular:-

Appendix A: Councillor E.A. Owens, Lead Cabinet Member for Finance said small businesses, for example, farm bed and breakfast establishments, should be encouraged to claim.

Appendix B - the Head of Economic Regeneration detailed for Members the European Grant Aid Rules where a maximum of £60k only can be awarded to any particular company over 3 years.

Appendix C - The Acting Chief Executive suggested that the e-marketing project should be extended to include St Asaph and Rhuddlan in due course. Town Councils should be invited to participate in seeking to develop this approach. Councillor R.W. Hughes, Lead Cabinet Member for Culture, Leisure and Tourism said ECTARC could help with the web translation.

Appendix D - Councillor E.A. Owens, Lead Cabinet Member for Finance welcomed the small grants scheme. Councillor W.R. Webb suggested that groups could find it difficult to fund 50% of the overall costs for Christmas activities and asked Members to consider groups funding only 25% of the match funding requirement and the County funding 75%. The Director of Resources agreed that small groups could be asked to fund 25% of the overall costs for Christmas activities.

Appendix E - Councillor G.M. Kensler, Lead Cabinet Member for Welsh Language asked how the maximum of 15 companies would be targeted. The Head of Economic Regeneration said that grant scheme would be publicly advertised and the management of the scheme would rest with the Denbighshire Enterprise Agency as the Council's agent.

Appendix F - a general discussion followed on the Hedgerow Restoration Scheme and the plight of farmers was sympathetically overviewed by Members, the majority of whom felt that the scheme would benefit the rural environment and would provide an incentive to farmers in a difficult period.

Councillor E.W. Williams, Lead Cabinet Member for Best Value queried the recommendation at 7.3 in the report. Members agreed the same procedure as previously followed would be used to determine the recommendations, and a report from the panel recommending awards would be placed before Cabinet.

RESOLVED that Members:-

- (a) *approve the forms of grant as detailed in the report and Appendix A, with groups applying for the Small Grant Scheme at Appendix D being asked to fund only 25% of the overall cost;*
- (b) *agreed the evaluation be managed by the Corporate Director of Resources with the Head of Economic Regeneration, and*
- (c) *agreed their recommendation should be placed before a panel of the Cabinet to consist of the Leader, the Deputy Leader, the Cabinet Lead Member for Culture, Leisure and Tourism and Lead Cabinet Member for Finance, and thereafter to the full Cabinet.*

6 REVENUE BUDGET 2001/2002

Councillor E.A. Owens, Lead Cabinet Member for Finance presented the report (previously circulated) seeking Members' consideration of the current budget pressures. Councillor Owens detailed the Lifelong Learning, Personal Services and Environment budget performance. Lifelong Learning showed an overspend of £36k which would need to be resolved before the year end. The Environment Directorate Planning Services showed a small overspend and the figures for the

Directorate would be reviewed to ensure the £19k variance is fully costed. Personal Services was showing an upward trend but this again would be kept under review.

Councillor Owens informed Members that whilst interest rates were low, £50k would be moved from the capital to revenue budget. However, the low interest rate would be unlikely to continue.

The Acting Chief Executive suggested a revenue budget report for the Resources Directorate and the Chief Executive's Department should also be included in future reports.

RESOLVED that Members noted the figures in the Appendices attached to the report. Members agreed that both the Resources Directorate and Chief Executive's Department provide budget reports.

7 STRATEGIC DEVELOPMENT SCHEME

(Councillor R.W. Hughes and Councillor A.E. Roberts declared an interest in the item).

Councillor E.A. Owens, Lead Cabinet Member for Finance presented the report (previously circulated) seeking Members' agreement to provide alternative resources to enable quality applicants to the Council's Strategic Development Scheme to be allocated funding.

Councillor Owens said a number of quality applications had been received and the sum of £31,756 revenue funding would be added to the unused £23,794 allocated to enable those applications to be taken forward, making a total provision of £55,550. The Head of Economic Regeneration said a complete list of applications would be provided for Cabinet at a later date.

RESOLVED that Members approved the sum of £31,756 be allocated for this year to top up the Strategic Development Scheme.

8 PROJECT 11, 6 GORDON AVENUE, RHYL

Councillor W.R. Webb, Lead Cabinet Member for Property presented the report (previously circulated) seeking Members' approval to submit an application for planning approval for a change of use from a homeless hostel to educational use.

Councillor E.W. Williams, Lead Cabinet Member for Best Value queried the possible expenditure of money on an application which could be refused. Councillor Webb said the report only sought approval to submit an application for planning permission and that views of objectors, if any, would be taken into consideration at that stage.

RESOLVED that Members approved Council seek planning approval for the change of use of the homeless hostel into a building for the provision of education.

9 ADOPTION OF OPEN SPACES RESULTING FROM NEW DEVELOPMENTS

Councillor D.M. Morris, Lead Cabinet Member for the Environment presented the report (previously circulated) seeking Members' approval to adopt open spaces required by Planning Conditions imposed by the Council in respect of approved housing development and to allocate sufficient revenue budget to maintain the adopted open spaces together with play equipment erected thereon, as detailed in the report.

RESOLVED that :-

- (a) current open space and play areas which have been required through Planning Conditions be adopted in accordance with the requirements set through the Planning Process;
- (b) adequate revenue budget funding be provided to cover the maintenance of these sites;
- (c) until the formal publication of the new Unitary Plan a Policy is developed to ensure that the interests of Denbighshire County Council are met and that the adoption procedure is undertaken with the minimum of delay, and

(ch) *until the Unitary Plan comes into force, the adoption of either open space or play provision is formally agreed and undertaken at the initial Planning Stage and adequate budgetary provision either through seeking commuted sums (if it is a new development) or by identifying revenue implications which will be required upon completion of the development (if it is a development which has previously had Planning Permission but without final detail).*

10 RUTHIN WASTE TRANSFER STATION

Councillor D.M. Morris, Lead Cabinet Member for the Environment presented the report (previously circulated) seeking Members' approval to negotiate with the existing service provider for the management of Ruthin Transfer Station to extend the contract for a further 12 months.

Councillor E.A. Owens, Lead Cabinet Member for Finance asked whether a figure was available for the extra cost. The Head of Public Protection and Regulatory Services said costs would be in line with inflation.

RESOLVED *that Members agreed to proceed to negotiate with the existing service provider for the management of the Ruthin Waste Transfer Station to extend the contract for a further 12 months from the 1 December 2001 in line with the terms contained within the existing contract.*

11 PERFORMANCE MANAGEMENT AND BEST VALUE - PROGRESS REPORT

Councillor E.W. Williams, Lead Cabinet Member for Best Value presented the report (previously circulated) seeking Members' agreement to the implementation of the DCC Performance Management Framework by April 2002 and the improvement of performance information and systems becomes a priority for Members and officers. Councillor Williams said District Audit had praised Denbighshire for the way the Performance Plan had been addressed. He wished to congratulate the Best Value staff for their work. Councillor Williams drew Members' attention to Appendix 3 and said individual audits of the systems may not be completed by 30 October 2001.

Councillor E.A. Owens, Lead Cabinet Member for Finance asked for maximum notice of the proposed Best Value training for Members due to be held in December.

RESOLVED *that Members agreed to ensure the Authority's performance management framework is successfully implemented and performance information and systems are improved.*

At this juncture (11.10 a.m) the meeting adjourned for 15 minutes to allow Members to participate in refreshments.

12 MELYD AVENUE, PRESTATYN

The Leader, Councillor E.C. Edwards referred to a letter from Ann Jones AM, dated 22.10.2001 regarding the Roman baths within the development at Melyd Avenue Prestatyn. The Leader reminded Members that the Authority owned the site where the Roman remains were sited and a right of way to the remains existed. The Leader also referred to a letter sent by Sue Essex AM, the Minister for the Environment to Ann Jones, AM which referred to the feasibility of revoking a planning consent issued in 1980.

The County Clerk said correspondence had been received from developers of the site regarding the curtailment of access to the Roman remains during the period of the development. Members discussed the problems with access to the site.

Councillor R.W. Hughes, Lead Cabinet Member for Culture, Leisure and Tourism said both CADW and CCW could provide funding but the grant amounts would be small. The Heritage Lottery Fund would not fund the purchase of any site to enable its protection. Councillor Hughes suggested Members and officers should meet with local residents. Councillor D.M. Morris, Lead Cabinet Member for the Environment agreed a meeting with representatives of local residents was desirable and said protection of the environment around the site was essential. Councillor G.M. Kensler, Lead Cabinet Member for the Welsh Language suggested if the proposed meeting took place, Ann Jones AM

should be invited. Councillor Kensler also suggested that the National Assembly of Wales and the WLGA should be asked to consider a change in the legislation in respect of certain aspects of planning matters. The Head of Planning agreed that Cabinet could write to the National Assembly for Wales seeking changes to planning laws.

Councillor E.A. Owens, Lead Cabinet Member for Finance referred to the figures mentioned in Ann Jones' letter and suggested the Authority ask for clarification on the subject.

Councillor I.M. German, Lead Cabinet Member for Human Resources agreed a meeting between representatives of the residents of Melyd Avenue, Members and officers was required and asked that all local Members be invited.

Members discussed the closure of the site at the end of the working day on a temporary basis and agreed to defer the matter until the meeting with representatives of local residents had taken place.

RESOLVED that Members agreed:-

- (a) a meeting with representatives of the residents of Melyd Avenue, Prestatyn be arranged with local Members and officers;
- (b) officers to seek clarification from Ann Jones AM regarding possible funding pledges;
- (c) to defer the decision on temporary closure of the Roman remains site at the end of the working day until after the meeting with representatives of the residents of Melyd Avenue, Prestatyn had taken place, and
- (ch) that the Planning Committee be asked to consider authorising the Head of Planning Services to write to the National Assembly of Wales and the WLGA regarding changes to planning legislation in respect of commencement of development.

13 EXCLUSION OF PRESS AND PUBLIC

RESOLVED under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 8, 9 and 10 of Part 1 of Schedule 12A of the Local Government Act 1972.

14 SINGLE TENDER APPROVAL

The Leader of the Council, Councillor E.C. Edwards presented the report (previously circulated) seeking Members' agreement to single tender approval for Service and Systems Approval Ltd trading as "Sx3" to supply a software package for the computerisation of Local Land Charges.

RESOLVED that Members agreed Council enter into a single tender agreement with Service and Systems App(roval Ltd "Sx3" over a 5 year period.

15 CAPITAL PROGRAMME GROUP REPORT

The Leader of the Council, Councillor E.C. Edwards presented the report and appendices (previously circulated) advising Members of applications received for new capital schemes which had been considered by the Capital Programme Group (CPG). The Corporate Director of Resources discussed the new applications and progress on existing projects with Members.

Regarding the Old Chapel, Llangollen, Members queried the significant increase in costs. Councillor W.R. Webb, Lead Cabinet Member for Property reminded Members that agreement had previously been reached that the proposed facility at the Old Chapel, Llangollen would be open to the public at Easter 2002. Members agreed a report be produced for the next Cabinet meeting on the reasons for the escalation in costs and whether the facility would be open to the public by Easter 2002.

Ruthin Gaol Environmental Works - Members congratulated officers on the approval by the WDA of the application for grant aid.

Replacement Telephone System at Middle Lane Education Centre - Members agreed the replacement of the current telephone system, with ICT to ensure the system could be used elsewhere if the need arose.

RESOLVED that Members endorsed the recommendations of the Capital Programme Group subject to the above.

The meeting concluded at 12.10 p.m.

CABINET 06 NOVEMBER 2001

VACANCY CONTROL
APPROVAL FOR THE FILLING OF VACANT POSTS
BY EXTERNAL ADVERTISEMENT

Directorate: Lifelong Learning

Service: Cultural Services

Post Title: Gallery Assistant

Salary Grade: Scale 3

JUSTIFICATION FOR EXTERNAL RECRUITMENT

(This part must be completed for all posts)

This post was advertised internally very recently. Only one applicant had the required skills and relevant experience for the post. On appointment, the postholder started duties on 15 October but, after four days, requested a return to her previous post in the data team. A return to this team is welcomed and urgent as it is over-stretched and under-resourced following her departure. A return to the team also negates the need for the data team to undertake expensive induction training for a new recruit.

In view of the recent outcomes on internal adverts, we need to move to external advert as a matter of urgency.

Cost Implication *

1 The additional spend for this post (full year effect) can be contained within the Service budget.

~~2 The appointment will lead to a budget overspend of £ k.~~

* Delete as appropriate

Financial Controller Statement

The Directorate is currently reporting a projected overspending at year end of £36k. Efforts to find offsetting savings should result in this pressure being contained within base budgets.

Signed: [Signature] (Corporate Director)

Date: 22/10/01

Signed: [Signature] (Cabinet Lead Member) Date: 23/10/01

TO: CABINET

Signed: _____ (on behalf of the Cabinet)

Date: _____

Approved Refused

Comments/Reasons

Please return this form to the Director of the Employing Directorate.

CABINET MEMBER: LEADER OF THE COUNCIL, COUNCILLOR E C EDWARDS

DATE: 6 NOVEMBER 2001

SUBJECT: WALES EUROPEAN CENTRE [WEC] SEMINAR: EUROPEAN ENLARGEMENT, EXTENDING HORIZONS

1 DECISION SOUGHT

1.1 For Members to agree attendance at the half day Seminar on European Enlargement, Extending Horizons on 23 November 2001.

1.2 For Members to indicate which Members should attend.

2 REASON FOR SEEKING DECISION

The WEC enlargement Strategy "Enlarging Wales" highlighted the need for awareness raising activities in the Principality. The WEC is therefore organising an event in collaboration with the WDA which will:

- ❖ Communicate the reasons for enlargement to Wales including its likely impact and challenges
- ❖ Promote dialogue between Welsh policy-makers on issues related to enlargement
- ❖ Provide information concerning enlargement to promote general understanding
- ❖ Stimulate engagement with CEEC

Seminar format:	Introduction:	Joseph Gallacher, Director WEC
	Guest Speaker:	European Commission, Brussels
	Guest Speaker:	Anthy Kuthy, e-Group, Budapest, Hungary
	Guest Speaker:	Commercial Section, Czech Embassy,

London

3 COST IMPLICATIONS

Travel costs if approved.

4 FINANCIAL CONTROLLER STATEMENT

Costs will need to be contained within the group budgets for seminars etc.

5 CONSULTATION CARRIED OUT

I have consulted with the Head of Economic Regeneration who is keen for the Authority to be represented.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Enlargement of the European Union will change the balance of the EEC specifically in terms of its funding programmes which may have an effect upon the development of strategies in Wales.

7 RECOMMENDATION

That Members agree to attend the Seminar and indicate who should attend.

REPORT TO CABINET

CABINET MEMBER: LEADER OF THE COUNCIL - COUNCILLOR E C EDWARDS

DATE: 6 NOVEMBER 2001

SUBJECT: COMMISSION ON LOCAL GOVERNMENT ELECTORAL ARRANGEMENTS IN WALES - TERMS OF REFERENCE

1 DECISION SOUGHT

- a) To consider arrangements for meeting with the Commission on Local Government Electoral Arrangements in Wales;
- b) To consider what submissions, if any, to make regarding the Commission's Terms of Reference (Copy attached).

2 REASON FOR SEEKING DECISION

A letter was received from the Commission in July 2001 stating that the Commission had been set up following establishment of the Labour/Liberal Democrat administration within the National Assembly for Wales under the Partnership Agreement.

The Commission, under the chairmanship of Professor Eric Sunderland, has been asked to review Local Government Electoral arrangements in Wales, having regard for such issues as the developments in political management and the diversity of geographical circumstances of Councils. Its suggested Terms of Reference also refer to the making of recommendations on electoral terms (length of time a Councillors serve); electoral procedures and number of elected members on local authorities.

The Commission has been asked to report to the Assembly by June 2002 and Local Authorities and individual Groups/Members are invited to submit written evidence on the issues raised. The Commission intends visiting each Local Authority to discuss relevant issues.

Each Group and non-aligned Members on the Council received a copy of the Commission's letter and Terms of Reference but to date no responses have been received.

The Commission intends meeting the Council (or representatives) on the afternoon of Wednesday 21 November, 2001, followed by a Public Meeting in the evening. Cabinet is therefore asked to consider the arrangements for the meeting and, bearing in mind the possible implications of the Review, what submissions (if any) to make.

3 COST IMPLICATIONS

None as far as the meeting is concerned. However, dependant on the Commission's report and subsequent developments there may be cost implications for the Council e.g. more frequent Elections.

4 FINANCIAL CONTROLLER STATEMENT

The possible financial implications of the review will need to be closely monitored.

5 CONSULTATION CARRIED OUT

All Groups and non-aligned Members on the County Council were consulted in August, 2001

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Dependent on the outcome of the Commission's work there may be implications affecting the Council's developments in political management and its electoral arrangements.

7 RECOMMENDATION

To consider the above and agree necessary action.

CE ~ DCJ

THE COMMISSION ON ELECTORAL ARRANGEMENTS FOR LOCAL GOVERNMENT IN WALES

Terms of Reference for the Commission's work are:

To identify the objectives of an electoral system for local government in Wales giving consideration to all factors which the Commission consider relevant and including:

- the level of participation in local government elections
- the capacity of each elected member to represent his or her electors in ways that reflect the expectations of electors
- the capacity of the whole council to reflect the diversity of interests and values in the local community
- the capacity of the council to provide effective and transparent leadership which reflects the electoral choices of the electorate
- the capacity of the council to provide effective arrangements for scrutinising and holding its leadership to account.

To have regard for the developments in political management which follow from the Local Government Act 2000; forms of management which are required to be efficient, transparent and accountable with clear delegations of responsibility for decision making and with effective arrangements for scrutiny and accountability.

To have regard for the diversity of geographical circumstances of councils in Wales: diversity in the size and dispersion of populations served, the relationship between electoral areas and natural communities.

To have regard to the tradition in some parts of Wales of elected members who are independent of political parties.

To make recommendations on the electoral term; i.e. what should be the period of time for which a councillor is elected.

To make recommendations on whether a whole Council should be elected at one time or whether elections should be organised so that a proportion of the council is elected at any one time.

To consider making recommendations on electoral procedures having regard to the considerations currently being undertaken by the Home Office:

- the timing of local elections
- the location of polling stations
- the potential for increasing postal voting
- the potential for electronic voting

To make recommendations on whether there is a need for significant change in the number of elected members on any or all local authorities in Wales

To make recommendations on the system of election, giving consideration to any system that the Commission considers relevant and including

- First Past the Post

- List Systems
- Additional Member System
- Alternative Vote and Supplementary Vote
- Single Transferable Vote
- A Combination of Alternative Vote and Additional Member

REPORT BY : LEADER OF THE COUNCIL, COUNCILLOR E C EDWARDS

DATE : 6 NOVEMBER 2001

SUBJECT : CORPORATE INLAND FLOOD RESPONSE PLAN

1.0 DECISION SOUGHT

To accept the Corporate Inland Flood Response Plan (October 2001) as the Authority's strategic co-ordination guide for dealing with major flooding within Denbighshire.

2.0 REASON FOR SEEKING DECISION

The serious and extensive floods that occurred in October and November last year provided valuable experience in managing the strategic response to flooding emergencies on a wide area basis. The lessons learnt from these events have been incorporated into this document which identifies the roles and responsibilities of front-line departments and external partners.

Once the document is approved, training of the key officers identified in it will commence.

3.0 COST IMPLICATIONS

Production and distribution of the plan has been provided for in the Emergency Planning Unit budget.

Training costs are in terms of staff time only.

4.0 FINANCIAL CONTROLLER STATEMENT

In terms of response to flooding and other adverse weather emergencies, the Council agreed the following contingency budgets for inclusion in the authority's base budget.

1. The cost of works/response up to the threshold of the Bellwin Emergency Funding scheme - £250k
2. Increased provision for Highways for winter maintenance/adverse weather response - £200k

5.0 CONSULTATION CARRIED OUT

- Draft document distributed to external partners who accept the document or requested amendments (see Appendix A) attached which have been integrated into the draft plan.
- Electronic version of the draft plan has been distributed to all departments involved, and any comments incorporated into the draft plan.
- The draft plan was presented to Operational Management Board on 4 October 2001.

6.0 IMPLICATION ON OTHER POLICY AREAS

- The Inland Flood Response Plan involves a corporate, integrated response by the Authority to flooding emergencies. All departments therefore have roles indicated within the attached plan.

- The responsibilities outlined in the plan should have already been incorporated into departmental budgets.

7.0 RECOMMENDATION

- Cabinet are requested to consider the plan and comment or suggest improvements.
- Cabinet are requested to approve the Corporate Inland Flood Response Plan (Issue 1 - September 2001) as the Council's strategic guide to coping with major flooding within Denbighshire.

CE ~ MB



CYNGOR

Sir Ddinbych

Denbighshire

COUNTY COUNCIL

CORPORATE INLAND FLOOD RESPONSE PLAN

Issue Number 1 - September 2001

DENBIGHSHIRE COUNTY COUNCIL
CORPORATE INLAND FLOOD RESPONSE PLAN
PART 1 - INTRODUCTION

1.1 Background

1.1.1 On the formation of Denbighshire County Council in 1996, an initial risk assessment of the hazards facing the county identified coastal flooding as being the highest threat. A repeat of the 1990 Towyn Floods, affecting Rhyl or Prestatyn, or both, would be devastating. As a result, the Operation Neptune Coastal Flood Response Plan was produced to provide guidance on dealing with flooding from the sea.

1.1.2 Flooding incidents actually experienced since 1996 have stemmed not from the sea, but from two different sources

- a. Prolonged rainfall, usually during late Autumn, Winter or early Spring tends to saturate the ground and often causes run off within a river catchment area. This can result in the river level rising, sometimes to a level which exceeds normal flood defences, and then into the rivers natural flood plain. Rivers within the UK are classified as "Main Rivers" or "Ordinary Watercourses". The responsibility for providing and maintaining flood defences for main rivers lies with the Environment Agency. The responsibility for ordinary watercourses falls to riparian landowners, however, local authorities have permissive powers to act.
- b. Sudden, intense downpours often occur in Summer and can overwhelm drainage capacity, resulting in road or urban flooding. The flooding of Llandudno on 6 June 1993 is an example of this type of effect where intense rainfall over several hours resulted in up to 5 feet of flood water within the town because the drainage system was unable to cope with the volume of rainfall. The responsibility for dealing with the effects of flooding from surface water drains lies with the local authority, and for combined foul and surface water systems it is Dwr Cymru / Welsh Water.

1.1.3 Denbighshire has experienced severe flooding incidents during the last 12 months arising from both types of origin. These events were severe in effect and give weight to theories that global warming effects are resulting in varied and extreme weather patterns. The authority has taken note of these events, and the lead department for flood response, Highways and Transportation has found it necessary to extend its Winter Maintenance policy to provide a 365 day on call service to be able to respond to emergency incidents at any time.

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CORPORATE INLAND FLOOD RESPONSE PLAN

1.1.4 Separately, a Corporate Flood Group has been established to provide direction on a corporate basis, to counter flooding threats to Denbighshire. A major activity which the Corporate Flood Group is addressing is the production of a Flood Incident database to collate all information concerning floods within the county, including departmental activities and insurance claims. The database will enable a Flood Risk Register to be produced, which will identify flood prone locations for inclusion in a capital expenditure programme of possible mitigation measures that could be undertaken to reduce the possibility of flooding at these high risk sites. Other activities of the Flood group includes tasking highways and Transportation to produce a Flood Response Procedure, and for the Emergency Planning Unit to produce this document.

1.2 Scope

1.2.1 This document is not intended to cover all types of flood situations that may threaten Denbighshire. Exceptions are the threat of flooding from the sea because a separate document "Operation Neptune Coastal Flood Response Plan" deals with this type of emergency.

1.2.2 The other exception is for flooding at a lower level than that which a corporate response and degree of management is necessary. These lower levels of effects would be dealt with by the lead department, Highways and Transportation, who has classified flood events within their Flood Response Procedure as follows:

- a. Level 1 – low level of flooding risk, associated with limited period of heavy rainfall, likely to involve only isolated incidents of run-off & standing water. Properties unlikely to be affected by flooding. Managed by Highway Supervisors in course of normal duties.
- b. Level 2 – Low / Medium of flooding risk, associated with either prolonged period of heavy rain or possibility of localised intense rainfall. Incidents to be managed by Highway Supervisors and Senior Engineers from normal bases i.e. Kinmel Park and Lon Parcwr, with overall management by Section Manager / Highway Services Manager from Caledfryn during work hours
- c. Level 3 – Medium / high level of flooding risk. As level 2 but consideration given to concentration of resources in likely worst affected areas. Consider need to allocate designated officers to specific locations.
- d. Level 4 - High / widespread level of flooding risk. Senior staff to be deployed to some / all (dependent upon extent of problem) specific

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CORPORATE INLAND FLOOD RESPONSE PLAN

location centres in accordance with the schedule at para 6.0 of the Highways Flooding Response Procedure. Designated staff will form single point of contact for management of incidents at that location. This level of response suggests that the Authority is at or close to declaring a Major Incident.

1.2.3 This fourth level is that which may produce effects requiring emergency activities from other departments of the authority and / or be of such severity that a specialised crisis management structure needs to be imposed to direct the multi-departmental response and recovery activities.

1.3 Aim

The Aim of this document is to provide guidance to key officers required to assist the corporate response and management of level 4 type flood emergencies in order to achieve a satisfactory resolution of the incident.

1.4 Objectives

- a. To describe the method of response to, and emergency management system to be introduced to co-ordinate activities necessary to resolve level 4 flooding within Denbighshire.
- b. To identify departmental responsibilities and roles, and key personnel having response or emergency management roles for level 4 flooding incidents.
- c. To provide a guide for key personnel identified as having response or emergency management roles within this document.

1.5 Overview of response and emergency management for level 4 floods

The following is a typical scenario that results in a level 4 flood incident requiring corporate resolution:

1.5.1 *Intensive rainfall for several hours overwhelms the ability of the sewer system of a town to drain the water from the streets. As a result, water rises to a depth of several feet, spreading from the highway, over pavements and into domestic and commercial properties within the town. Reports are also received of raw sewage in the floodwaters so Atlantic Power duty staff are alerted. The rainfall occurs shortly after the receipt of a Flash Warning from the Met Office predicting heavy rain over Denbighshire and adjoining counties. As a result of the Forecasting Officer having consulting PA*

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Weather Centre, the department is already at Level 2 response with normal bases open.

- 1.5.2 *Calls from the general public are received by the police, fire service and at the council's CCTV Centre requesting sandbags and assistance to pump out flooded premises. Continued rainfall increases the effects, requiring additional support to provide more sandbags and equipment and resources. In response to the worsening situation, senior officers of the Highways department consider increasing their response measures to level 3. The rain shows no sign of abating and the Flash warning has predicted that the rain could last for several hours yet.*
- 1.5.3 *The Highways senior on site Engineer in discussion with senior department managers agree that the incident should be classed as a level 4 flood emergency. An Emergency Planning Officer (EPO) is advised of the need to open an Emergency Control Room at Caledfryn in Denbigh. The EPO notifies the Chief Executive and Director Environment of the situation, advising special crisis management arrangements be implemented immediately.*
- 1.5.4 *At the scene, it becomes necessary to evacuate some elderly people whose bungalows have been flooded to some three feet deep. Social Services officers are alerted and decide that these people should be taken to the nearest county residential home as soon as possible.*
- 1.5.5 *Emergency Planning Officers contact Corporate Emergency Response Volunteers to assist at Caledfryn and at the residential home if required. Contact is made with Divisional Police Control room, and it is agreed to set up an on site control at council premises within the town. The senior Highways officer present and the police incident officer agree on activities to be undertaken to resolve events.*
- 1.5.6 *At Caledfryn, the Chief Executive or Corporate Director Environment undertakes the role of Crisis Manager and is supported by the Highways Service Manager and Emergency Planning Co-ordinator. Request for resources and assistance from the scene are actioned at Caledfryn, and in the event that resources are unavailable, mutual aid support from neighbouring authorities would be considered. Information is collated and passed to North Wales Police for a joint media release. The Leisure Centre within the town is opened as an Emergency rest Centre in case it is necessary to evacuate other people within the flood area should their homes become uninhabitable and they require shelter from the elements.*
- 1.5.7 *The Crisis Manager requests senior officers from Social Services and the Housing department to attend Caledfryn to advise him of potential*

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emergency accommodation requirements. The senior Highways officer at the scene reports that some 80 plus properties have been flooded, including local businesses whose key holders are arriving and requesting assistance. Priority is being given to residential property, and reports are being received of difficulties being experienced by staff attempting to go to the scene to undertake emergency tasks.

- 1.5.8 *Consideration is given at Caledfryn to the problems of prolonged working at the scene, i.e. the need for presence on a shift basis as it is thought unlikely that all the properties would be pumped out and inhabitable for some considerable time, even though flood waters in the town are likely to recede within hours of the rain ceasing. Personal Services and Economic Development are tasked by the Crisis Manager to start considering recovery phase activities and support arrangements for individuals and businesses in the affected area.*
- 1.5.9 *Reports eventually arrive from the scene that the rain is easing, on cue with the Flash warning from the Met Office. A little time later, confirmation is given that flood levels within the town are starting to lower. It is decided at Caledfryn to offer B and B accommodation to the dozen or so people in the Emergency Rest Centre. On taking this up, the Rest Centre will be closed. Highways officers at the scene report that the emergency is coming under control.*
- 1.5.10 *At Caledfryn, the Crisis Manager decides to stand down the emergency Control Centre after arranging for an initial debriefing meeting for the following day. A formal debrief, to identify lessons to be learnt from the emergency will be arranged for the following week and a report produced for Cabinet.*

PART 2 ROLES OF INTERNAL DEPARTMENTS

2.1 Introduction

- 2.1.1 Certain departments of the authority have roles to undertake in a major flooding incident. These cover the response, emergency management arrangements, emergency welfare care and recovery elements. Properly trained staff, having a clear understanding of their responsibilities and fully briefed on events, together with good inter - departmental liaison and co-ordination is essential to the efficient corporate resolution of a level 4 flood emergency.
- 2.1.2 The departmental Emergency Response Arrangements at Part 3 briefly summarise the particular responsibilities of the department in the overall

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general response of Denbighshire county council. Departmental staff with key roles have been identified, and as far as possible, their specific actions are listed.

2.1.3 It must be recognised that the listed actions are not prescriptive, and more appropriate actions may be necessary according to circumstances.

2.2 Highways and Transportation

2.2.1 The department's role is to provide the following during a flood emergency :

- Civil, structural, highways and transportation advice and guidance
- Manage the highways network jointly with North Wales Police and the Trunk Road Agency, including road closures and traffic diversions
- To mitigate the effects of flooding in accordance with the General Duties of the Highways Department Flooding Response Procedure
- To assist in providing transport for the evacuation of members of the public
- To provide resources in the form of specialist plant, material and personnel to clear, repair and reconstruct highways
- To assist in the corporate management and co-ordination of measures to resolve level 4 flood emergencies within Denbighshire as necessary.

2.3 Contract Services

2.3.1 The department's role is to provide the following during a flood emergency :

- Provide an initial point of contact service for external organisations and the general public, both during and out of normal office hours
- Through Highways Maintenance Section, provide the council's on scene workforce
- To provide emergency materials (sandbags, sand, clothing etc) as required
- Provide catering and cleaning services if required
- To assist in the corporate management and co-ordination of measures to resolve level 4 flood emergencies within Denbighshire as necessary.

2.4 Social Services

2.4.1 The department's role is to provide the following during a flood emergency :

- To assist in providing transport for the evacuation of the public
- To open and operate Emergency Rest Centres to provide emergency shelter for those evacuated from a flood incident

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- To assist in the corporate management and co-ordination of measures to resolve level 4 flood emergencies within Denbighshire as necessary.

2.5 Housing Services

2.5.1 The department's role is to provide the following during a flood emergency :

- Provide temporary emergency accommodation to those council tenants whose homes have been made uninhabitable by a flood incident
- Provide protective measures where possible for council housing stock at threat of flooding
- To rehabilitate damaged council housing stock
- To assist in the corporate management and co-ordination of measures to resolve level 4 flood emergencies within Denbighshire as necessary.

2.6 Building Services

2.6.1 The Group's role is to provide the following during a flood emergency :

- Building maintenance advice and guidance on the Authority's public buildings
- Provide protective measures where possible to the Authority's public buildings at threat of flooding
- Provide advice and guidance on the safety of dangerous public buildings, damaged as the result of flooding
- To refurbish damaged public buildings

2.7 Planning Services

2.7.1 The department's role is to provide the following during a flood emergency :

- Provide advice on the safety of dangerous structures and buildings, damaged as a result of flooding
- Advise on aspects of demolition if appropriate
- Proffer advice regarding any rebuilding

2.8 Economic Development

2.8.1 The department's role is to provide the following during a flood emergency :

- Lead on recovery issues for businesses and commercial concerns affected by flooding
- To assist in the corporate management and co-ordination of measures to resolve level 4 flood emergencies within Denbighshire as necessary.

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2.9 Chief Executive's Department

2.9.1 The department's role is to provide the following during a flood emergency :

- Support to the Chief Executive, his nominated deputy or Crisis Manager for co-ordination of the councils strategic level response to a level 4 flood emergency
- The Chief Executive will direct the activities of the authority to resolve a level 4 flood emergency, or may task the Corporate Director Environment to act as Crisis Manager in his stead
- The Public Relations Manager will co-ordinate all information regarding the situation and the authorities activities for release to the media, or if appropriate via a joint media spokesperson
- The Emergency Planning Unit will provide and maintain the Corporate Inland Flood Response Plan and train key officers having specific roles within the plan, with the co-operation of all departments of the authority
- The Emergency Planning Unit will open and ensure the effective operation of an Emergency Control Centre to co-ordinate the crisis management system required to resolve level 4 flood emergencies
- The Emergency Planning Unit will advise the Chief Executive, his nominated deputy or Crisis Manager on all aspects of emergency response and management as required.

210 All Other Departments

2.10.1 All other departments will support the council's response to level 4 flood emergencies by :

- Assisting in the corporate management and co-ordination of measures to resolve flood emergencies within Denbighshire as necessary.

PART 3 - DEPARTMENTAL EMERGENCY RESPONSE AND MANAGEMENT ARRANGEMENTS

3.1 General

Those departments with defined roles within the corporate response to level 4 flood emergencies are listed in Part 2. Part 3 identifies in greater detail, their departmental emergency responsibilities, key staff and the specific action they should be considering or undertaking, where and when. It enables all key officers to recognise their position within the overall response and management of the incident.

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3.2 Highways and Transportation (H & T)

3.2.1 Identified Key Staff

Head of H & T
Highways Service Manager, H & T
Highways Maintenance Manager, H & T
Senior Engineer, H & T
Engineering Supervisors, H & T

3.2.2 Location

Emergency Control Centre at Caledfryn or wherever sited, H & T offices at Caledfryn, Kinmel Park, or Lon Parcwr as necessary, and on scene as necessary.

3.2.3 Main Emergency Responsibilities

To ensure engineering and technical expertise is provided by the authority to counteract the effects of flooding by providing labour, plant, transport and engineering assistance to resolve the emergency in conjunction with external partners as necessary.

In general, this means :

- providing the necessary plant, specialist equipment and personnel at the scene in making safe the highway and associated structures,
- assisting in any rescue operations when requested,
- arranging highways clearance made necessary by flooding / storm damage,
- setting up and maintaining traffic management and diversions, and
- dealing with surface water flooding associated with the highway.

3.2.4 Specific Actions To Be Taken

Initial Actions

- a. On scene supervisors are to brief the Highways Service Manager and Head of H & T on the situation. Highways Service Manager and Head of H & T will decide on the appropriate lead officer for on scene management. For major incidents, the Head of H & T should assume control if available.
- b. Alert support staff and arrange their attendance at Caledfryn or Highways depot as necessary.
- c. Establish an on site control from which to direct response activities. Notify the emergency services and Emergency Control Centre at Caledfryn of this location.

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- d. When requested, Highways Service Manager or a deputy is attached to the Emergency Control Centre at Caledfryn to support the Crisis Manager.
- e. Ensure Highways depots are fully operational.
- f. Ensure that a record is maintained of all actions and decisions taken and expenditure incurred, and retain all notepads, jotters and similar records made at the time.

As The Incident Progresses

- g. Provide support to rescue / evacuation operations.
- h. Provide highways clearance, route diversions and closures.
- i. Acquire specialist plant and vehicles by hiring from private contractors or suppliers as the incident necessitates.
- j. Liaise with Contract Services regarding opening of stores, relevant support services needs and procurement procedures.
- k. Provide plans of the area and detailed maps as required.
- l. Liaise with the public utilities including their contractors as necessary.
- m. Consider the need for staff rotation / rest periods and shift work.
- n. Consider seeking assistance from neighbouring local authorities and other sources as thought necessary.
- o. Ensure that the Head of Service is kept informed of actions taken by the department's staff.

3.3 Contract Services

3.3.1 Identified Key Staff

Assistant Chief Executive (Services)
Group Manager
Section Manager (Highways)
Section Manager (Sign Shop)
Team Leaders (Highways and Sign Shop)

3.3.2 Location

Emergency Control Centre at Caledfryn or wherever sited, Kinmel Park or Lon Parcwr depots as necessary, and on scene as necessary.

3.3.3 Main Emergency Responsibilities

Provide an initial point of contact service to external partners and clients, provide on scene labour as required by Highways and Transportation, provide catering and cleaning as required by Personal Services and assist in the

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corporate management and co-ordination of measures to resolve the emergency as necessary.

3.3.4 Specific Actions To Be Taken

Initial Actions

- a. Ensure ACE (Services) and senior staff are aware of the incident and detail a relevant individual to the incident scene.
- b. When requested, ensure an officer is attached to the Crisis Manager as the department's co-ordinator and ensure that this officer is kept appraised of departmental actions.
- c. Instigate all safety measures after consultation with the emergency services.
- d. Liaise with relevant client departments as necessary.
- e. Ensure all labour, plant and material report to on site control for assignment and direction.
- f. Inform depots of resources required.
- g. Ensure the School Meals Service is activated if requested to provide emergency feeding.
- h. Ensure the cleaning service is activated if requested.
- i. Ensure that a record is maintained of all actions and decisions taken and expenditure incurred, and retain all notepads, jotters and similar records made at the time.

As The Incident Progresses

- j. Obtain specialist materials and equipment from external sources as necessary.
- k. Consider the need for staff rotation / rest periods and shift work.
- l. Consider seeking assistance from neighbouring authorities DSOs if required.
- m. Ensure that the Head of Service is kept informed of actions taken by the department's staff.

3.4 Social Services

3.4.1 Identified Key Staff

Director of Personal Services
Head of Client Services, Social Service department (SSD)
Community Support Services Manager, SSD
Nominated Team managers, SSD

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Administration Manager, SSD
Officer Manager, SSD

3.4.2 Location

Emergency Control Centre at Caledfryn or wherever sited, Departmental offices, Emergency Rest Centres or on scene as necessary.

3.4.3 Main Emergency Responsibilities

To provide social services to those who need support as a result of a level 4 flood emergency, in conjunction with other statutory and voluntary agencies. Major elements of this role are the opening and operation of Emergency Rest Centres and provision of transport to assist in the evacuation of people from flood affected areas to places of safety.

3.4.4 Specific Actions To Be Taken

Initial Actions

- a. Ensure the Director and senior staff are aware of the incident.
- b. When requested, ensure an officer is attached to the Crisis Manager as the department's co-ordinator and ensure that this officer is kept apprised of departmental actions.
- c. When requested to open an Emergency Rest Centre, nominate a senior officer to take charge of the Rest Centre together with additional officers in support if available. The Emergency Planning Unit is to be requested to contact voluntary organisations and CERVs to provide support where necessary.
- d. When requested, liaise with Fleet Manager of Highways and Transportation to arrange the provision of transport to assist with evacuation as necessary.
- e. Ensure that a record is maintained of all actions and decisions taken and expenditure incurred, and retain all notepads, jotters and similar records made at the time.

As The Incident Progresses

- f. Consider the need for staff rotation / rest periods and shift work.
- g. Consider seeking assistance from neighbouring authorities Social Services departments if required.
- h. Ensure that the Head of Service is kept informed of actions taken by the department's staff.

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3.5 Housing Services

3.5.1 Identified Key Staff

Head of Housing Services
Principal Housing Officers
Housing Maintenance Officers
Housing Homeless Officer

3.5.2 Location

Emergency Control Centre at Caledfryn or wherever sited, Departmental offices, Emergency Rest Centres or on scene as necessary.

3.5.3 Main Emergency Responsibilities

To provide temporary emergency housing to those persons whose homes have been rendered uninhabitable or have been made homeless by a level 3 flood emergency within the county, and making good any damaged council housing properties as quickly as possible.

3.5.4 Specific Actions To Be Taken

Initial Actions

- a. Ensure the Head of Service and senior staff are aware of the incident.
- b. When requested, ensure an officer is attached to the Crisis Manager as the department's co-ordinator and ensure that this officer is kept appraised of departmental actions.
- c. Determine homeless requirements for affected persons in conjunction with the lead officer for Social Services.
- d. Where possible and necessary, staff should offer support to vulnerable flood victims to protect their personal possessions and council property.
- e. Send an officer to the Emergency Rest Centre to assess emergency housing needs of people evacuated from the flooded area.
- f. Ensure that a record is maintained of all actions and decisions taken and expenditure incurred, and retain all notepads, jotters and similar records made at the time.

As The Incident Progresses

- g. Co-ordinate strategy with Social Services to determine accommodation assistance required in the immediate and recovery phases.

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- h. Liaise with Housing Associations and neighbouring authorities for assistance as necessary.
- i. Consider the need for staff rotation / rest periods and shift work.
- j. Ensure that the Head of Service is kept informed of actions taken by the department's staff.

3.6 Building Services

3.6.1 Identified Key Staff

Head of Consultancy Services
Building Group Manager
Building Maintenance Surveyors

3.6.2 Location

Emergency Control Centre at Caledfryn or wherever sited, Departmental offices, or on scene as necessary.

3.6.3 Main Emergency Responsibilities

Provide building maintenance advice on the Authority's public buildings, provide protective measures for these buildings where possible, safety advice should any of these buildings be damaged, and refurbishment of damaged public buildings.

3.6.4 Specific Actions To Be Taken

Initial Actions

- a. Respond if requested by Crisis Manager with the appropriate departmental resources.
- b. Ensure the Head of Service and senior staff are aware of the incident.
- c. Task Building Maintenance Surveyors to attend any threatened public buildings (where safe to do so) and initiate protective measures if possible.
- d. Report on the condition of affected buildings to senior managers.

As The Incident Progresses

- e. Inspect any flooded public building when safe to do so and report to senior managers
- f. Initiate a programme to refurbish any damaged public buildings

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- g. Ensure that a record is maintained at the Building Maintenance Helpdesk of all actions and decisions taken and expenditure incurred, and retain all notepads, jotters and similar records made at the time.
- h. Ensure that the Head of Service is kept informed of actions taken by the department's staff.

3.7 Planning Services

3.7.1 Identified Key Staff

Head of Planning Services
Building Control Officers

3.7.2 Location

Emergency Control Centre at Caledfryn or wherever sited, Departmental offices, or on scene as necessary.

3.7.3 Main Emergency Responsibilities

Provide advice on the safety of dangerous structures and buildings damaged as a result of flooding, advise on demolition of damaged buildings if necessary and advise on any rebuilding

3.7.4 Specific Actions To Be Taken

Initial Actions

- a. Respond if requested by Crisis Manager with the appropriate departmental resources.
- b. Ensure the Head of Service and senior staff are aware of the incident.
- c. Attend flood area and advise on the safety of any dangerous structure or building as necessary.

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- d. Provide advice regarding demolition of dangerous structures and buildings if necessary.
- e. Offer advice regarding any rebuilding.
- f. Ensure that the Head of Service is kept informed of actions taken by the department's staff.

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3.8. Economic Development

3.8.1 Identified Key Staff

Head of Service

Economic Development and Business Support Officers

3.8.2 Location

Emergency Control Centre at Caledfryn or wherever sited, Departmental offices, or on scene as necessary.

3.6.3 Main Emergency Responsibilities

Provide advice on the safety of dangerous structures and buildings damaged as a result of flooding, lead on recovery issues for businesses and commercial concerns, and assist in the emergency management of the incident as necessary.

3.8.4 Specific Actions To Be Taken

Initial Actions

- a. Respond if requested by Crisis Manager with the appropriate departmental resources.
- b. Ensure the Head of Service and senior staff are aware of the incident.
- c. When requested, ensure an officer is attached to the Crisis Manager as the department's co-ordinator and ensure that this officer is kept apprised of departmental actions.
- d. Liaise with other agencies and bodies as appropriate concerning business needs.
- e. Ensure that a record is maintained of all actions and decisions taken and expenditure incurred, and retain all notepads, jotters and similar records made at the time.

As The Incident Progresses

- f. Consider strategic implications for the redevelopment of the affected area.
- g. Consider the requirements and ideas of local people when planning redevelopment of any affected area.
- h. Consider the need for staff rotation / rest periods and shift work.
- i. Ensure that the Head of Service is kept informed of actions taken by the department's staff.

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3.9 Chief Executive's Department

3.9.1 Identified Key Staff

Chief Executive Officer
Public Relations Manager
Emergency Planning Officers

3.9.2 Location

Emergency Control Centre at Caledfryn or wherever sited, Departmental offices, or on scene as necessary.

3.9.3 Main Emergency Responsibilities

Co-ordination of the council's strategic response to level 4 flood emergencies.

3.9.4 Specific Actions To Be Taken

Initial Actions

- a. Ensure Severe Weather and Flood Warnings are distributed without delay through normal channels.
- b. The Chief Executive will decide whether to undertake the Crisis Manager role or delegate to the Corporate Director Environment.
- c. Establish an Emergency Control Centre at Caledfryn or other council office as appropriate.
- d. Contact voluntary organisations for their support and assistance as appropriate.
- e. Task Corporate Emergency Response Volunteers as required to support the authority's response. Where necessary, additional staff should be sought from non involved departments.
- f. Ensure all lead departments and key players are alerted to the incident and are informed that this plan has been activated to co-ordinate the overall council response.
- g. In the likelihood of an incident requiring excessive expenditure on additional resources, request a senior officer from the Finance department to attend the Emergency Control Centre as advisor on all financial matters to the Crisis Manager.
- h. Invite representatives of the emergency services and essential agencies to attend the Emergency Control Centre if appropriate.

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- i. Collate information regularly from all internal and external sources to provide the Crisis Manager with situation reports regarding the development of activities. Such information is to be distributed to all key officers and external partners.
- j. Nominate a Chief Officer to attend the Joint Gold Control at North Wales Police Headquarters if requested.
- k. Contact and brief the Leader, deputy Leader, other Cabinet members and other relevant members as appropriate.
- l. Under guidance from the Chief Executive, liaise and co-ordinate with the Police Press Officer the release of press statements as appropriate. Nominate an officer to attend and speak at Press Conferences on behalf of the authority. Invoke the Media Plan if appropriate.
- m. Ensure all enquiries from the media and requests for interviews are directed to the Public Relations Manager.
- n. Where a high volume of calls are being received from the general public, the Public Relations Manager is to prepare guidance for staff handling the calls, and request additional resources as appropriate.
- o. Declare the emergency to be a Major Incident if necessary.
- p. Ensure that a record is maintained of all actions and decisions taken and expenditure incurred, and retain all notepads, jotters and similar records made at the time.

As The Incident Progresses

- q. Co-ordinate the strategic response of the authority to the requirements of the situation in order to achieve a satisfactory resolution of the incident.
- r. Ensure that all information relevant to the council's strategic response is obtained from outside agencies and bodies.
- s. Depending on the scale of the incident and views of local politicians, consider launching an Appeal Fund. If actioned, a Chief Officer should be nominated to manage this issue.
- t. Consider the need for external assistance from neighbouring local authorities or from HM Forces under the Military Aid to the Civil Community (MACC) scheme.
- u. Consider the need for staff rotation / rest periods and shift work.
- v. Make arrangements for royal and VIP visits as necessary.
- w. Stand down the operations of the authority at an appropriate time.
- x. Ensure departmental and corporate debriefs are arranged within the immediate future to learn lessons from the incident and the authority's response to it.

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3.10 All Other Departments

3.10.1 Identified Key Staff

Corporate Directors
Heads of Service
Senior Officers
Administration staff

3.10.2 Location

Emergency Control Centre at Caledfryn or wherever sited, Departmental offices, Emergency Rest Centres or on scene as necessary.

3.10.3 Main Emergency Responsibilities

To support the council's corporate response to level 4 flood emergencies within the county.

3.10.4 Specific Actions To Be Taken

Initial Actions

- a. If requested by the Chief Executive, the Corporate Director Environment is to undertake the role of Crisis Manager.
- b. Respond if requested by Crisis Manager with the appropriate departmental resources.
- c. Ensure the Head of Service and senior staff are aware of the incident.
- d. When requested, ensure an officer is attached to the Crisis Manager as the department's co-ordinator and ensure that this officer is kept apprised of departmental actions.
- e. Assist the corporate response when required by identifying and contacting appropriate departmental officers to undertake essential tasks as requested.
- f. Environmental Health Officers are to ensure that any food outlet that has been flooded is visited and advised as to health risks.
- g. Ensure that a record is maintained of all actions and decisions taken and expenditure incurred, and retain all notepads, jotters and similar records made at the time.

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- h. Consider the need for staff rotation / rest periods and shift work.

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- i. Ensure that the Head of Service is kept informed of actions taken by the department's staff.
- j. Attend subsequent debriefs as appropriate.

PART 4 - ROLES OF EXTERNAL PARTNERS

4.1 The Emergency Services

4.1.1 The role of any emergency service is to save life and alleviate suffering, to protect property and to take action as necessary to prevent the escalation of the emergency.

4.2 North Wales Police

4.2.1 The specific role of the Police at any major emergency is to help achieve the above by controlling and co-ordinating the total operation.

4.2.2 Primary Police Responsibilities in relation to flood emergencies :

- Saving of life in conjunction with the other emergency service;
- Co-ordination of the emergency services and other support organisations
- Protection and preservation of the scene
- Investigation of the incident, in conjunction with other investigative bodies where applicable
- Collation and dissemination of casualty information
- Identification of victims on behalf of H.M. Coroner who is the principal investigator when fatalities are involved.
- Restoration of normality at the earliest opportunity.

4.2.3 The Police will alert the other Emergency Services, Local Authorities and other organisations and agencies involved in a Major Emergency. Police duties and responsibilities include:-

- a) Detail a Police Officer to attend at a safe location near to the scene to assume the role of Bronze (Operational) Commander responsible for Inter Service Liaison at the site, intelligence gathering and communications link to the Police Silver (Tactical) Commander.

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- b) If appropriate due to the scale and / or effect, declare the incident to be a Major Emergency and follow procedures in the Force Emergency Procedures Manual. At the Major Incident Control Room. the Police will co-ordinate the activities of the Gold / Strategic Group.
- c) Establish a Silver Control. With representatives from the authority and the other agencies involved invited to attend.
- d) Detail an officer to assume the role of Incident Commander (Silver/Tactical Commander) who will co-ordinate the operations of participating organisations.
- e) Isolating the risk area, establishing road closures and diversions ensuring that routes are clear for the responding Emergency Services.
- f) Issue appropriate information to the local media regarding the incident, in consultation with the other agencies involved.
- g) Safeguarding evacuated property and sensitive premises where practicable.
- h) Should evacuation need to be considered, the Police Incident Commander (Silver) will make the decision after consultation with the Environment Agency, Local Authority and the other Emergency Services.
- i) Provide a channel of emergency communications to other Emergency Services.
- j) Identification of victims on behalf of the Coroner.
- k) Management of a Casualty Bureau, and the collation and dissemination of information within that Bureau.
- l) Restoration of normality at the earliest safe opportunity and reassuring the general public at large.

4.2.4 Command

In common with many police forces, North Wales Police has adopted the 'Gold, Silver, Bronze' concept of command as follows:-

- a. Gold- Overall Incident Officer (at a control away from the scene) determines strategy.
- b. Silver - Incident Officer (closer to the scene than Gold but not at the scene) determines tactics within parameters set by Gold.
- c. Bronze - Operational commanders implement tactics set by Silver.

4.2.5 This command system has been adopted or recognised by all the emergency services in North Wales. The command system allows organisations to jointly

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work together to resolve emergencies, whilst allowing organisations to retain control over their own resources. This means that officers from one organisation does not tell members of another organisation what to do in regard to their professional duties.

4.3 North Wales Fire Service

4.3.1 Primary Fire Service Responsibilities in relation to flood emergencies :

- To save life and property,
- to render humanitarian services and
- the restoration of normality.

4.3.2 Fire Service duties and concerns at a major flooding emergency include :

- a. Rescue of trapped casualties.
- b. Information gathering and hazard assessment to give advice to the Police to enable them to decide whether to evacuate the public from the area or not.
- c. Liaison with NHS Ambulance Service Incident Officer and the Medical Incident Officer with regard to providing assistance at Ambulance Loading Points and the priority evacuation of injured persons.
- d. The safety of all personnel within the inner cordon of the flood area.
- e. Contribute to strategic and / or tactical command decision making process in conjunction with the Police, local authority and other relevant agencies to enable best use of resources and the expedient return to normality for the community.
- f. Assisting the Police with the recovery of the dead.

4.4 Welsh Ambulance Services NHS Trust

4.4.1 Relevant Primary Areas of Ambulance Responsibility in relation to flood emergencies are :-

- The saving of life in conjunction with the other Emergency Services.
- To alert other Emergency Services.
- To set up the NHS command structure to deal with the incident

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- To provide sufficient ambulances and equipment promptly, to deal with the readily accessible casualties.
- To maintain a steady supply of ambulances and personnel to meet all the requirements of the scene.
- To provide Triage, Treatment and Transport at scene either directly or in conjunction with site medical personnel.
- To determine and alert the main receiving hospitals for receipt of the injured.
- To provide appropriate transport for the injured from the scene to the Receiving hospital/hospitals.
- To provide a Decontamination facility on site where required.
- To call on and transport if required, adequate medical personnel and support equipment to the scene.
- To arrange for the transport of patients from the receiving hospital/s to supporting hospitals.
- To provide a disciplined communications network.
- To maintain emergency cover for ongoing domestic calls.
- To maintain as far as possible the normal contractual work of the service.
- In conjunction with the Local Authorities Emergency Planning Officer to alert and co-ordinate the work of the Voluntary Aid Societies.
- To assist in the restoration of normality at the earliest opportunity.

4.5 Military Assistance

4.5.1 The Ministry of Defence operates a service of resource support to local authorities facing an emergency which is beyond their capacity to cope. This is called Military Aid to the Civil Community (MACC) and is requested via the Chief Executive or Chief Constable only. Requests are channeled to the Duty Officer at HQ 160 Wales Bde at Brecon.

4.5.2 The scheme operates on several levels, beginning with MACC A in which no costs are incurred for using military assistance because these operations are concerned with saving human life as a matter of urgency. Other schemes are MACC B and MACC C which both attract charges ranging from basic costs

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because the activities are of benefit to the military as a training event, or full cost recovery where little or no training benefit is seen by MOD.

4.6 Environment Agency

4.6.1 The Environment Agency is a central Government Agency that came into existence in April 1996 from the National Rivers Authority, Her Majesty's Inspectorate of Pollution (HMIP) and the Waste Regulation Function previously performed by local authorities. Apart from the statutory duties which the Agency must maintain, it may be able to provide assistance in a major incident where and when commitments allow. The Agency has resources of labour, plant, vehicles, equipment and specialist expertise that may be made available to the local authority in the event of a major flood emergency. The Agency is responsible for flood defence of Major Rivers as described on page 1.

4.6.2 The Environment Agency role in a major flooding event is as follows:

- A) Issues flood warnings;
- B) Maintenance and operation of vital flood defences;
- C) Monitors water levels and flows, assessing risk and advising the emergency services and local authority;
- D) Checks flood defences and undertakes essential repairs and maintenance as necessary, monitors and clears blockages of culverts, and breaches of defences.
- E) Advises the Police on the need to declare a major civil emergency or consider evacuation;
- F) Supports the joint response by providing representatives to the various emergency control points;
- G) By local agreement, once it has ensured that its own systems and defences are secure, the Agency supports the Police and local authority by providing materials, equipment and manpower, as far as its resources and other duties permit.

4.6.3 In September 2000, the Environment Agency introduced a new flood warning system to replace the old colour coded warnings which they believed was not properly understood by the general public. The new system is based on escalating stages, progressively warning people who may be at risk of flooding of the increased degree of danger to life and property. Importantly, at each stage

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it is necessary for certain actions to be taken and these are included in the warning messages.

4.6.4 The titles of the new flood warning codes are:

FLOOD WATCH
FLOOD WARNING
SEVERE FLOOD WARNING
ALL CLEAR

4.6.5 Generally, the system will move from a Flood Watch stage to a Flood Warning, then to a Severe Flood Warning and then be downgraded through all stages to "All Clear". There will be circumstances however, when this ordered progression will not be appropriate. It might be necessary to move directly to Severe Flood Warning in the case of a flash flood. In other instances a warning may be downgraded in status from a Severe Flood Warning to a Flood Watch only to be upgraded to a Severe Flood Warning if the flooding situation deteriorates again.

4.6.6 The term Downgrade will be used when moving down through the warning stages e.g. "The Flood Warning for the (xxx) area has been downgraded to Flood Watch." The term Update can be used to communicate to recipients that the extent of flooding within the area covered by a warning is forecast to increase, but that a step-up in warning stage is not warranted e.g. "Flood Warning Update for the (xxx) area". This can also be used to update a message that has been in force for a period of time and requires updating.

4.6.7 The forecasting technology to predict flooding and generate specific flood warnings or severe flood warnings may not be technically feasible in some areas. This will apply to many small streams and watercourses. The Environment Agency consider that flood warnings in such cases may never be technically or economically justifiable. However there are clear benefits in issuing general Flood Watch messages as they will allow flood risk to be promoted on a much wider basis in the future, enabling people to take effective action to protect themselves, their family and property. General Flood Watch messages will be issued for river catchments or collections of river catchments, but Flood Warnings and Severe Flood Warnings will be more targeted and issued for specific Flood Warning Areas. The Agency's aim is to distribute Flood Warning and Severe Flood Warnings to the public at least 2 hours prior to property flooding.

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4.7 The Meteorological Office (Met Office)

4.7.1 The Met Office operates a severe weather warning service which distributes warnings to emergency services, local authorities and the media whenever they have a high degree of confidence that a severe weather event will occur. This service distributes early warnings of heavy snow, heavy rain, high winds, blizzards or severe drifting of snow issued up to several days ahead of an event as an advance warning in general terms, but is refined and updated as time goes by.

4.7.2 The Met Office also issue short notice warnings in the form of flash messages covering dense fog, heavy rain, heavy snow, glazed frost or widespread icy roads, severe gales inland and blizzards or severe drifting of snow. These flash messages may be issued without any prior early warning being distributed.

4.7.3 The Severe Weather Warnings for HEAVY RAIN are issued by the Met Office when heavy and prolonged rain is expected to persist for 2 or more hours, giving at least 15 mm in a 3 hour period. The severity of the conditions will depend to a large extent on soil moisture deficits and the area where the rain is expected. Forecasters must be satisfied that the overriding criteria are expected to be fulfilled before the issue of a warning.

4.7.4 The Met Office issues Severe Weather Warnings to Denbighshire by fax to CCTV Centre, the Emergency Planning Unit and to the Emergency Planning Officers at home. This degree of redundancy ensures that there is a 24 hour point of contact for the council.

4.7.5 On receipt of a fax during normal working hours, the Emergency Planning Unit will distribute the warning to all Directorates via the electronic Noticeboard, or out of hours, the CCTV Centre passes the message to the Duty Highways Supervisor.

4.8 PA Systems

4.8.1 The authority has a contract with PA Weather Centre to provide pro-active winter weather forecasting via the "Icelert" system. This service has been extended to give a 24 hour 365 day consultation service whereby Forecasting Officers can contact the weather centre at any time to cover winter weather, predicted rainfall and wind speeds.

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4.8.1 The authority has recently purchased an additional service called "Weathercast" from PA which produces satellite images of weather fronts. This package, together with consultation with PA will enable the Highways and Transportation department to form a better picture of storm intensity, direction and duration.

4.9 Atlantic Power

4.9.1 Atlantic Power is the sewerage operating contractor for Dwr Cymru / Welsh Water plc, covering the whole of north Wales. Their main base is on the Colomendy Industrial Estate in Denbigh. They are responsible for maintenance of public sewers and should be contacted whenever a problem occurs with the sewers. Their contact number is 0800 085 5935.

4.9.2 A number of pumping stations are located within the county and are operated by a sub contractor on behalf of Welsh Water plc. Any problems with the pumping stations should be reported to Atlantic Power on the number at 4.9.1 above.

4.10 Local Authority Assistance

4.10.1 All local authorities operate under the same legislation from Parliament, so a council experiencing an emergency is likely to obtain trained expertise similar to its own if requesting support from a neighbouring authority. This makes Mutual Aid support agreements between authorities very useful if the need arises where additional resources are deemed necessary to resolve an emergency incident.

4.10.2 Denbighshire County Council has a Mutual Aid agreement with the other 5 North Wales local authorities for support and assistance in emergencies. Experience has shown however, that a naturally occurring severe weather emergency may well affect a wide area of the country. If this should happen, it may well be that neighbouring authorities are fully engaged in dealing with floods of their own and have little or no capacity to lend to others. This circumstance might result in having to look further afield to organisations prepared to assist, with corresponding delay in obtaining support.

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4.11 Voluntary Organisations

4.11.1 Traditionally, a number of voluntary organisations offer support to local authorities in emergencies to help people in need of care and welfare, and to assist the authority where it might be experiencing difficulties in areas of their expertise, primarily communications and travel. Organisations concerned include the Women's Royal Voluntary Service (WRVS), the Salvation Army, the British Red Cross, St John Ambulance Brigade, North Wales Landrover Club, North East Wales Search and Rescue (NEWSAR) and the amateur radio enthusiasts of RAYNET.

4.11.2 Denbighshire County Council's Emergency Planning Unit has formed and hosted a regular meeting of these organisations to help develop mutual understanding and support. These organisations have a wealth of experience gained at many major emergencies over recent decades and are an invaluable help to the authority, primarily in operating Emergency Rest Centres where they take on tasks such as Registration, providing dry clothing, first aid care, light refreshments, entertainment and relative tracing.

4.11.3 The Denbighshire Emergency Voluntary Organisations meetings are normally held quarterly and recently the membership has increased through the attendance of the Denbighshire Voluntary Services Council which offers access to further voluntary groups that may be able to help Denbighshire residents caught up in a major incident within the county.

4.12 Corporate Emergency Response Volunteers

4.12.1 The Emergency Planning Unit has organised a cadre of trained volunteers from across the authority prepared to take on roles in an emergency to help the authority bring incidents to satisfactory conclusions. These members of staff come from all departments and receive training from the Emergency Planning Unit in emergency management, Rest Centre operation and other roles that need to be undertaken - the benefit of which is that trained personnel will be able to undertake these tasks more effectively. Such tasks include reconnaissance to establish the conditions prevailing at an emergency so that the Crisis Manager

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can fully appreciate the circumstances, and helping residents of sheltered accommodation should an evacuation be necessary.

- 4.12.2 These volunteers will work alongside key personnel from responding departments or members of voluntary organisations as required, helping to provide support to the Crisis Manager, Rest Centre Manager or other officers as necessary.

PART 5 - CRISIS MANAGEMENT ARRANGEMENTS

5.1 General

- 5.1.1 This document is intended to be implemented when the scale of flooding within the county requires additional resources beyond those of Highways and Transportation or in the event of needing to evacuate people from a flooded area of the county. Under these circumstances where a number of departments would be required to commit resources, and emergency services would be on scene, there is a need for joined up working to ensure that the best efforts of all used to resolve the emergency. The normal management arrangements for the authority and its partners will require modification to meet the needs of the emergency as resolution of the problems that arise requires more than the normal day to day response and management system used for everyday activities.

5.2 Incident Assessment

- 5.2.1 The first requirement to enable a satisfactory solution to be put in place for any emergency is to identify the extent of the problem caused by the incident. This reconnaissance activity or Incident Assessment is the initial intelligence gathering that helps those not at the scene to understand the full impact of the event, so that they can better support front line services and make preparations for future activities.
- 5.2.2 The emergency services recognises the importance of this activity by requiring the first officers on scene of an incident to undertake a preliminary reconnaissance of the scene rather than jump into action. This approach is covered by the use of the mnemonic "SAD CHALET" used extensively throughout the UK by the emergency services to provide an initial incident assessment :

S	SAFETY	Report from a safe location.
A	ASSESS & INFORM	Do not become involved in the incident.
D	DECLARE	Consider declaring a Major Incident.

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C	CASUALTIES	Approximate number of casualties - dead, injured and uninjured.
H	HAZARDS	Present and potential.
A	ACCESS	Best access routes for emergency vehicles and suitable provisional RV points
L	LOCATION	The exact location of the incident, using map references if possible.
E	EMERGENCY	Those emergency services present and required.
T	TYPE	The type of incident with brief details of types and numbers of vehicles, trains, buildings, aircraft, etc., involved.

5.2.3 This information has not been included to put the responsibility of reporting the incident to the emergency services by the first council officer on the scene, but is intended to demonstrate the procedure taken by the emergency services in order to ensure that commanders not at the scene can gain a quick understanding of the severity of the incident. This approach should also be the basis for briefing the Crisis Manager by the at scene officers.

5.2.4 The first officer on scene from each department that attends an incident needs to undertake an initial Incident Assessment on behalf of his department and report back through his / her management chain to enable his / her senior officers to understand the nature of the incident.

5.3 Emergency Response

5.3.1 Certain departments have emergency responsibilities that they are aware can occur at any time. As such, these departments tend to have officers on call or on stand by to respond if required. These officers are familiar with their roles and are very experienced in dealing with emergencies. These officers will report to the scene or wherever required and begin their emergency roles as necessary. Should circumstances dictate the need for additional resources, these officers will refer to their senior officers for the necessary resources to be deployed in support. These officers are likely to provide the initial departmental emergency response.

5.4 On scene co-ordination

5.4.1 The emergency services, having different roles and responsibilities at the scene of an emergency have devised a system to enable them to work together efficiently. This is based on recognising the need for someone to take charge and co-ordinate activities so that all services can work efficiently at the scene. This co-ordination role lies with the police, whose effective management of

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the scene on behalf of all the services enables the others to carry out their urgent life saving roles.

- 5.4.2 Whenever local authority staff attend an emergency incident at which a police officer has been appointed as the Police Incident Officer by his / her superiors, they should report to him / her on arrival at the scene. The Police Incident Officer will endeavour to assist the authority to undertake their emergency activities in the most effective manner possible considering prevailing circumstances. All officers should be aware of the need to comply with this approach as the most efficient way of resolving the emergency.
- 5.4.3 All of the emergency services appoint a lead officer at the scene to co-ordinate their services activities. With a multi - departmental organisation like a local authority, it behoves the council to follow a similar practice. In the initial stages of the emergency, this lead officer for the authority will be the senior Highways and Transportation officer present, on the basis that H & T are likely to have been involved longer than other departments and have a better understanding of events. At a later stage, the Crisis Manager may well appoint a co-ordination officer to liaise with the emergency services, freeing up all those officers with operational roles at the scene.
- 5.4.4 The co-ordination officer appointed by the Crisis Manager will report to the Police Incident Officer on arrival. Having obtained a briefing on the incident, the co-ordination officer or Forward Liaison Officer will report progress and resource requirements to the Crisis Manager. Should the circumstances warrant the need, the Forward Liaison Officer and the Police Incident Officer should consider locating themselves at a police building or council office in the general area if possible to provide superior communications with which to manage the incident.

5.5 Internal Crisis Management Arrangements

- 5.5.1 Experience of handling the floods of 2000, the September Fuel Crisis and the widespread problem of Foot and Mouth has enabled the authority to identify an improved method of controlling our response to emergencies. This is nominating a dedicated Crisis Manager as the authority's co-ordinator of corporate response to an emergency incident. Given the likely impact of a flood emergency which reaches level 4, this role will usually fall to the Chief Executive or in the event of his unavailability, to the Corporate Director Environment.
- 5.5.2 On being notified of a level 4 flood emergency by Highways and Transportation, the Emergency Planning Officer will consult with the Chief Executive on the advisability of opening an Emergency Control Centre from which to co-ordinate

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the council's corporate response to the flooding. The Control Centre will enable staff to work from a location capable of rapid adaptation to the situation's requirements. Primarily, this is improved communications necessary to obtain and distribute the latest information regarding the event, to and from both staff and external partners.

- 5.5.3 The Emergency Control Centre is located at Caledfryn in Denbigh, and a back up facility is being set up for Trem Clwyd in Ruthin. Once operational, the Control Centre would have a number of telephone lines which are essentially ex - Directory, allowing the staff to make outgoing calls with little interruption. A dedicated number for public callers is available and would be publicised when the centre is opened. Additional facilities at Caledfryn include a wall mounted Ordnance Survey map of North Wales, a number of wall mounted whiteboards for recording events, messages, telephone contact numbers etc, and both radio and television with teletext to obtain additional information from the media.
- 5.5.4 Widespread or severe flooding of level 4 category would be of sufficient significance for the Crisis Manager to request North Wales Police to overfly the flooded area, taking video footage of the scene to assist the Emergency Control Centre staff to better understand the scale and effect of the flooding, using video facilities available at Caledfryn. Other members of staff are likely to be requested to undertake a reconnaissance of the area, taking digital photographs of the flooding with which to brief the Crisis Manager and others. The benefit of digital photography is that the information can be passed to other locations via email.
- 5.5.5 The Crisis Manager will be supported by the Group Manager H & T for technical matters regarding flood response, the Emergency Planning Co-ordinator for administration of the Control Centre, liaison with external partners and advice on emergency management issues, and senior officers of other departments as required by the Crisis Manager. Officers from the emergency services and the Environment Agency may also be invited to attend the Emergency Control Centre in order to ease communications with partners, and to help inform the Crisis Manager on potential courses of action.
- 5.5.7 The Emergency Control Centre will be staffed by CERVs requested to assist by the Emergency Planning Officer, and augmented if necessary by members of staff from departments locally. The primary use of CERVs will be to obtain information from departments, the scene and from partners, and to display and record that information to allow the Crisis Manager to be able to make informed decisions regarding the incident. The Crisis Manager will decide whether the Emergency Control Centre is to operate on a 24 hour basis, and the Emergency Planning Officer will arrange for round the clock operation as necessary.

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5.5.8 In the event of deciding that additional resources requiring urgent expenditure is necessary, the Crisis Manager will contact the Financial Controller or a senior member of his department to obtain the financial codes for emergency expenditure. All urgent expenditure on additional resources using the emergency code are to be approved by the Crisis Manager.

5.6 Integrated Emergency Management

5.6.1 Integrated Emergency Management is a flexible, multi-agency approach across public, private and voluntary sectors so that co-ordinated activities can be implemented to resolve major emergencies. This approach has been adopted extensively throughout the United Kingdom and abroad as the best means of ensuring a joined up response between organisations having different roles at an emergency. This prevents duplication of effort, inter service problems, incompatible working, difficulties over responsibility and encourages strategic co-ordination to manage the problem.

5.6.2 As a basis for this approach, organisations undertake a degree of liaison, resulting in increased knowledge of each others structure, responsibilities and methods of working. The increased confidence allows for participation in plan writing, and even joint training and exercising. Within North Wales, this is accomplished through the North Wales Strategic Emergency Planning Group made up of the emergency services, local authorities, government agencies and privatised utilities. This group can come into being for a major emergency as the Gold level group, located at Police Headquarters in Colwyn Bay to oversee the strategic level response to large scale or serious emergencies.

5.6.3 Although Integrated Emergency Management was originally introduced to ensure co-operation between different organisations, its principles hold good within individual organisations such as Denbighshire County Council. The overall response to a level 4 flood emergency is likely to require input from a number of different departments, and effective planning can integrate these contributions and establish protocols and procedures in order to achieve an efficient and timely response to the incident. The role of Crisis Manager fits well into this framework to ensure co-ordination of response between the different departments of the authority.

5.7 Roles for Elected Members

5.7.1 Elected members usually live within their constituency, and as such may well be a victim of flooding that the authority is attempting to respond to. Even if not actually caught up in the event, the local member can be helpful to responding

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officers of the authority and the emergency services because of their local knowledge, knowing where transport that could assist with evacuation can be readily found, being aware of the vulnerable within the community, and familiar with the location of other local resources such as potential Rest Centres to which evacuees can be quickly taken. It is for these reasons rather than purely protocol and courtesy, that where time permits, the local member should be contacted and advised of the emergency.

- 5.7.2 There are also roles for the Cabinet and senior members of the council to undertake which will enhance the authority's efforts to respond effectively to serious flooding within the county. When time permits, usually after the frenetic period of initial response, there is often a need to advise the general public of overall situation. This is usually done through the police media spokesperson representing all agencies at a media briefing, but where interest is high, a press conference may well be necessary. It might be of benefit for the authority to be represented at such an event by a senior politician rather than solely by an officer. Lead members of the Cabinet and the Leader and Deputy leader of the Council will require briefing on the council's activities, and this will be done by the Crisis Manager at Caledfryn.

PART 6 - POST EVENT

6.1 Debriefs

- 6.1.1 After the hectic activities involved in trying to restore normality to a level 4 flood situation are over, it is only natural for most people involved to feel totally exhausted and drained. If the event has been particularly trying or hazardous, it may well be necessary for the members of staff to receive counselling to help them avoid the problems of Post Traumatic Stress Disorder. Members of staff should be referred to the Occupational Health Manager for assessment of need. Members of the public may well be emotionally affected by their experiences during a flooding event. Social Services department will lead for the Authority on this matter and will help signpost the services available to support those affected by the event.
- 6.1.2 Many people caught up in a large event find it beneficial to hold a "hot debrief" very soon after the conclusion of the emergency, in order to rid themselves of problems and pressures they have encountered. This process also enables them to recall more vividly matters that they are concerned about as "not having been done properly". This is best done on a small, local scale for people from the same site or activity, with someone recording the pertinent points so that they can be referred up to other levels of management.

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- 6.1.3 Departments should also hold their own debriefs to establish whether they performed satisfactorily during the emergency. This should aim to identify any shortfalls in procedures, training or resources encountered during the response, difficulties with communications, or any other problems experienced during the event. These should be recorded and copied to the Crisis Manager and the Emergency Planning Co-ordinator.
- 6.1.4 For a major event like a level 4 flood incident, there should also be a corporate debrief held by the Crisis Manager to investigate any deficiencies in the authority's response during the emergency. The purpose is not to instigate a witch-hunt but to establish facts about our performance so that shortfalls are eliminated and future incidents handled better. This debrief should result in an action plan being produced to implement improvements in our emergency preparedness, with training and revision of plans and procedures being undertaken as a matter of urgency.
- 6.1.5 Large scale emergencies in which a strategic level Gold Control is opened at Police Headquarters may well result in a North Wales wide inter - service debrief being held also. This is likely to be attended by any senior officer nominated by the Crisis Manager to be the authority's Liaison Officer during the emergency and / or the Crisis Manager.
- 6.1.6 Finally, in the most serious of incidents, it is possible for there to be a formal enquiry into the emergency. This is a very serious undertaking, aimed at establishing the facts in regard to the actions and decisions of all concerned. It is for this reason that all officers and members of staff are directed that they should retain all records of decisions and actions taken during the emergency, and to retain all notes made during the incident whether in notepads, jotters, electronically or otherwise.

6.2 Adopting Lessons Learnt Culture

- 6.2.1 Best Value and more importantly, best practice means that we should be constantly striving to improve our performance, and this applies equally well to responding to emergencies. The basis of good performance stems from a sensible approach. Once the problem has been identified, a plan or procedure should be produced which enables all concerned to be able to refer to a document in time of need that will assist them to produce at least the bare minimum performance during a time of stress and anxiety. It is then possible to devise a training programme from the plan to ensure that nominated key staff are prepared for their emergency roles, and given confidence through training and exercising events and hopefully lead to enhanced performance capability.

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6.2.2 As preparation for emergencies is not part of the emergency response officers normal workload, it is possible that it may have been some time since he / she read a particular emergency plan or received training for that type of incident. It is also possible at the time of an incident, that the plan was in need of updating, so that for whichever reason, the response may not have been at the level to which we normally aspire. Holding debriefs enables the shortfalls to be identified and measures to be put in place to improve performance next time there is an emergency. This willingness to improve on performance at the last emergency is at the heart of best practice as looking for better ways of doing things, being more effective and efficient is essential to avoid the complacency that is possible if “we did all right” during the last emergency.

6.3 Recovery Phase

6.3.1 Serious flood incidents of a level 4 nature do not end immediately the flood waters recede. People may well have been made homeless or had their businesses affected by the incident, there may be intense media interest, roads and infrastructure could be damaged, and the authority could also be a victim of the incident which flooded premises preventing normal operation. Once the life saving phase has been completed, the emergency services usually return to their normal activities, leaving the authority to lead in the rehabilitation of the community during the recovery phase. Within the authority, departments such as Social Services, Housing department and Economic Development will have roles to assist the community.

6.3.2 These departments to look to the needs of the community at as early a stage as possible. This might be during the life saving phase when the focus is on reducing the impact of the floods. As a result, it is recommended that different officers within the relevant departments undertake these quite different roles. One of the main benefits of such early preparation is that these officers can form a task force focussed on giving very early advice on recovery for those in need, often ahead of the pressures that occur when cowboy builders offer their services to flood victims, and before local pressure groups form to seek redress from the authority. An early start by the recovery group before the life saving phase ends will enable them to focus on upcoming problems by researching similar events elsewhere to identify strategies and actions that would assist flood victims within Denbighshire.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E C EDWARDS - THE LEADER AND
COUNCILLOR E W WILLIAMS, LEAD MEMBER FOR BEST
VALUE

DATE: 6 NOVEMBER 2001

SUBJECT: DENBIGHSHIRE COUNTY COUNCIL'S POLICY AND FINANCIAL
PLANNING FRAMEWORK

1 DECISION SOUGHT

That Members:-

1.1 Approve Denbighshire County Council's Performance Management Handbook (enclosed) which explains the Authority's policy and financial planning framework

1.2 Attend a half day training session on the Authority's Performance Management System
Cabinet Members and Chairs of Scrutiny - 3 December
Remaining Members - 4 December

2 REASON FOR SEEKING DECISION

2.1 There is a statutory requirement for the Authority to produce an annual Best Value Performance Plan which is subsequently audited by District Audit. For the last two year's Denbighshire County Council has received a qualification or adverse opinion on its Performance Plan. This means the Authority has failed to meet all its statutory obligations due to its poor performance information and systems. It has also been heavily criticised for not having a comprehensive performance management system.

2.2 The latest District Audit report (23 October Cabinet Report refers) recognises that the Authority has made considerable progress this year but makes a statutory recommendation regarding performance management and suggests that "priority is given to the implementation of the policy and financial planning framework to provide a fully operational performance management system by 1 April 2002".

2.3 For some time, officers in the Authority have been devising a policy and financial planning framework and a Performance Management Handbook (enclosed) which fully explains the process, has been produced. It is vital that members and officers fully understand the corporate system and a programme of training has therefore been developed (Appendix I refers).

3 COST IMPLICATIONS

- Corporate Costs
Production of Performance Management Handbook and training - staff time, within budget
- Service Costs
Member and officer training (payment for courses supporting implementation of Performance Management Framework)
- Systems - possible costs incurred from updating failing performance information systems

4 FINANCIAL CONTROLLER STATEMENT

The process will be an important element in improving budgetary control and avoiding a return to negative balances in future years. Any costs of implementing the process will need to be identified and contained within service budgets. Efficiencies in service provision and therefore possible cost reductions should be identified.

5 CONSULTATION CARRIED OUT

5.1 The Authority has consulted with District Audit on the proposed Performance Management Framework and has received positive feedback with the caveat that the system is fully implemented by April 2002

5.2 The draft Performance Management Handbook was distributed for comments to members of Operational Management Board in August and the Lead Member for Finance. Recommendations relating to the introduction of a performance management system and the improvement of the Authority's performance information and systems have regularly been included in monthly reports to Operations Management Board. Comments on the draft are welcomed and will be incorporated into the final document.

5.3 The proposed training programme has been developed in consultation with Cllr Donald Holder and the Head of Personnel.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The full implementation of a performance management framework will ensure that the Authority delivers on and monitors the achievement of its priorities.

7 RECOMMENDATION

That Members approve the Authority's draft Performance Management Handbook and programme of member and officer training.

CE ~ JO

CABINET - 6th November, 2001

LOCAL MEMBERS NOMINATIONS FOR LEA GOVERNOR VACANCIES

Report by the Lead Cabinet Member for Life Long Learning

1. PURPOSE

- 1.1 To consider nominations received for LEA Governor vacancies from the Local Member(s) for the area in which the school(s) are located subject to Council's approval of the criteria for selection.

2. BACKGROUND

- 2.1 Prior to 1st April, 1996 the appointment of LEA Governors was administered by the previous Clwyd County Council as Local Education Authority.
- 2.2 Under the Education (School Government) Regulations 1989 this function now falls to Denbighshire County Council in respect of those Schools within County.

3. RECOMMENDATION

- 3.1 That the following nomination(s) for LEA Governor appointment(s) be approved, the names listed below being the names nominated by the Local Member(s) for the Schools.

BODFARI C.P.

Local Member: Councillor R. Lloyd Williams

No. of LEA Governors: 2

No. of Vacancies: 2

Mr Rodney Waterfield, Warren House, Bodfari, Denbigh - Resigned

Mr Gwylfa Evans, Forge Farm, Bodfari, Denbigh - 22.4.01

NOMINATION

Mr Alan Edwards, Pant Gaw, Bodfari, Denbigh.

Mr Gwylfa Evans, Forge Farm, Bodfari, Denbigh.

PRESTATYN PENMORFA C.P.

Local Member: Councillor D.M. Morris - T.M. Parry

No. of LEA Governors: 4

No. of Vacancies: 2

Cllr D.M. Morris 21.9.03

Cllr J.R. Hughes 22.4.01

Mr Mark De Keyne, 21 Pendre Avenue, Prestatyn 28.7.02

Mrs Jane Elizabeth Colclough, The Warren,
Hylas Lane, Rhuddlan 22.4.01

NOMINATIONS

Mrs Ann Dewberry, 7 Coed Mor Drive, Prestatyn.

Mr Roy Ellis, 22 The Dell, Prestatyn.

RUTHIN BORTHYN (C)

Local Member: Councillor E.C. Edwards - K.N. Hawkins - M.M. Jones

No. of LEA Governors: 3No. of Vacancies: 1

Cllr E.C. Edwards	18.11.01
Mrs R.L. Feeley, Branas, Llanfair D.C., Ruthin	19.1.03
Mrs Caroline Anne Bown, 68 Erw Goch, Ruthin	19.1.03

NOMINATION

Cllr E.C. Edwards.

TERM OF OFFICE TO COMMENCE 18.11.01**RUTHIN, YSGOL PENBARRAS**

Local Member: Councillor E.C. Edwards - K.N. Hawkins - M.M. Jones

No. of LEA Governors: 3No. of Vacancies: 1

Cllr M.M. Jones	13.12.03
Mrs Gwyneth Jones, Bryn Medwyn, Llys-y-Berllan, Stanley Rd, Ruthin	13.12.03
Mr Richard Roberts, Bachymbyd Isaf, Rhewl, Ruthin	Resigned

NOMINATION

Mr Gwyn Rowlands, Cilgwyn, Ffordd Cae Glas, Ruthin.

RUTHIN YSGOL BRYNHYFRYD

Local Member: Councillor E.C. Edwards - K.N. Hawkins - M.M. Jones

No. of LEA Governors: 5No. of Vacancies: 1

Cllr E.C. Edwards	17.5.05
Cllr M.M. Jones	18.12.04
Cllr K.N. Hawkins	21.9.03
Cllr E.W. Williams	16.9.01
Mr Dewi Vaughan Jones, Ty'n Llanfair, Pentrecelyn, Ruthin	18.12.04

NOMINATION

Cllr E.W. Williams.

ST. ASAPH YSGOL UWCHRADD GLAN CLWYD

Local Member: Councillor D.A. Thomas

No. of LEA Governors: 5No. of Vacancies: 1

Cllr E.A. Owens	21.9.03
Cllr D. Jones	18.11.01
Ms Laurie Charles Jones, 2 Kirby Avenue, Prestatyn	14.12.03
Mr Dewi Morgan L. Jones, Old Meadows, Upper Denbigh Rd, St Asaph	7.9.02
Mr Gruffudd Roberts, Drws y Coed, Cwm Road, Dyserth	15.3.04

NOMINATION

Cllr D. Jones.

TERM OF OFFICE TO COMMENCE 18.11.01County Clerk

REPORT TO CABINET

CABINET MEMBER: Councillor A E Roberts, Lead Member for Personal Services

DATE: 6 November 2001

SUBJECT: Support for two people to be resettled from Ysbyty Bryn y Neuadd

1 DECISION SOUGHT

To go out to tender for the support of two people being resettled from Ysbyty Bryn-y-Neuadd into a Community Living Scheme in Denbighshire using the tender documents approved by Cabinet on 12th June 2001.

2 REASON FOR SEEKING DECISION

2.1 The resettlement of people from Ysbyty Bryn-y-Neuadd into their communities has been a long term objective of all the Local Authorities of North Wales.

2.2 The National Assembly of Wales has approved the funding of £104,473 per year to allow two people to be resettled from Ysbyty Bryn-y-Neuadd into a Denbighshire Community Living scheme. The property has been identified and Clwyd Alyn Housing Association are to adapt the property to meet the needs of these two people.

2.3 There are a number of providers in the independent sector who have had experience of running Community Living schemes and of Ysbyty Bryn-y-Neuadd resettlement. The result of the tendering process and the appointment of the provider will be subject to a further report to Cabinet.

3 COST IMPLICATIONS

None. The full costs of the resettlement will be refunded to Denbighshire by the National Assembly of Wales.

4 FINANCIAL CONTROLLER STATEMENT

Current year and next year's full year costs to be reclaimed from the Assembly via a special grant.

5 CONSULTATION CARRIED OUT

The people involved in the resettlement and their relatives have been involved in the assessment of needs. They are in favour of resettlement.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

This part of the County's strategy to strengthen communities.

PART 1

7 RECOMMENDATION

That the support package of the two people to be resettled from Ysbyty Bryn-y-Neuadd be put out to tender.

PS~

REPORT TO CABINET

CABINET MEMBERS: Councillor R W Hughes, Cabinet Member Culture, Leisure and Tourism
Councillor D M Morris, Cabinet Member for Environment

DATE: 6 November 2001

SUBJECT: TOURISM RELATED PROPERTIES IN RHYL AND PRESTATYN

1 DECISION SOUGHT

To undertake further consultation regarding the coastal tourism related properties and to consider them in the context of the visioning exercise and wider plans for Rhyl.

2 REASON FOR SEEKING DECISION

A letter has been received from Clwyd Leisure Limited requesting that the Council consider further transfer of tourism related properties as part of Phase II with effect from 1st April 2002 the properties and services as :

- Rhyl - Wales National Crown Green Bowling Centre, Vintage Car Ride, Paddling Pool, Land train and associated buildings.
- Prestatyn - Barkby Beach pitch and putt course, Offa's Dyke Interpretative centre,
- Tourism Car Parks, Rhyl - Sky Tower, Children's Village Underground, East Parade Car Park, Rear of Coliseum. Prestatyn - Nova Central, East and West, Barkby Beach.
- Tourism Public Toilets, Rhyl - Events Arena, East Parade Bowls, Children's Village, East Parade Car Park, Rear of Coliseum. Prestatyn - Nova West, Barkby Beach.
- Beach Lifeguard Service Rhyl and Prestatyn.
- Pavilion Theatre.

The omissions from the original feasibility report reported to Council on 4th April 2000, included Grounds Maintenance, litter collection, Events Arena and Scala Cinema. However, Clwyd Leisure Ltd have added Childrens Village Underground Car Park which was not in the consultants report and omitted reference to a range of other facilities in the report such as promenade, shelters, railings and walls

It should be noted that the main reason for establishing a Not for Profit Distributing Organisation [NPDO] identified by Lawrence Graham was 'the opportunity for the NPDO to obtain private finance and invest in improving the facilities which affords the opportunity of generating increased income. This external finance would have the effect of lowering the NPDO's grant requirements from the Council.' To date Clwyd Leisure have preliminary designs and concepts for additional attractions at the Sun Centre and are contacting Wales Tourist Board in respect of objective one grant funding. A stage one application has been made for Sportlot grant for the upgrading of the playing surface of the North Wales Indoor Bowls centre. The viability and the track record of Clwyd Leisure Limited is an important factor when considering the transfer of further assets

3 COST IMPLICATIONS

No cost implications have been identified at this stage.

4 FINANCIAL CONTROLLER STATEMENT

The transfer of facilities to such an organisation has advantages over County Council provision in terms of attracting grant aid for maintenance and development works and reduced VAT liabilities. Consideration of further transfers is part of the agreed Recovery Action Plan.

5 CONSULTATION CARRIED OUT

Requests have been made for further local consultation regarding the further transfer of property. Friends of the Pavilion Theatre have also expressed their concerns and their view that it would be detrimental to the future of the theatre if they were to be transferred to Clwyd Leisure Ltd.

The Corporate Director Environment advises that a visioning exercise for Rhyl is to be undertaken beginning in November with consultants to engage a wide range of local organisations and individuals in determining a new collective vision for the future for the town. It seems appropriate that these facilities and services should be considered within the wider context of consultation to ensure the best way forward, and a further report be brought back for discussion. The Corporate Director Resources and County Clerk also draw attention to the need to fully review the performance of the newly formed Trust before any consideration can be given to the transfer of additional facilities.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

No other policy implications have been identified.

7 RECOMMENDATION

To undertake further consultation regarding the coastal tourism related properties and to consider them in the context of the visioning exercise and wider plans for Rhyl.