

PERFORMANCE SCRUTINY COMMITTEE

Minutes of the Performance Scrutiny Committee held in the Conference Room 1a, County Hall, Ruthin on Thursday, 19th May, 2011 at 9.30 a.m.

PRESENT

Councillors J. Cahill, P.C. Duffy, M.J. Eckersley, G.C. Evans, R.L. Feeley, I.A. Gunning, C. Hughes, H.L.I. Jones, D. Lee and L.M. Morris.

Councillors M.LI. Davies and P.A. Dobb attended as Observers.

ALSO PRESENT

Corporate Director: Business Transformation and Regeneration (BJ), Head of Business Planning and Performance (AS), Head of Leisure, Libraries and Community Development (JG), Head of Internal Audit and Risk Management (IB), Corporate Improvement Manager (TW), Director Ruthin Craft Centre (PH), Business Planning and Performance Officer (IM), Democratic Services Manager (SP) and Administrative Officer (CIW).

1. APOLOGIES

None

2. DECLARATIONS OF INTEREST

RESOLVED – that no Members declared any personal or prejudicial interests in any business identified to be considered at this meeting.

3. APPOINTMENT OF CHAIR

Members considered the written statements submitted by Councillors R.L. Feeley, I.A. Gunning and C. Hughes, and following a secret ballot it was:-

RESOLVED – that Councillor R.L. Feeley be appointed Chair for the ensuing year.

4. APPOINTMENT OF VICE CHAIR

RESOLVED – that Councillor H. LI Jones be appointed Vice Chair for the ensuing year.

5. URGENT MATTERS AS AGREED BY THE CHAIR

No items were raised which in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act, 1972.

6. BUSINESS PLANNING / PERFORMANCE MANAGEMENT ARRANGEMENTS

A copy of a report by the Head of Business Planning and Performance, which considered the options for scrutinising service plans, and monitoring performance, under the new Scrutiny arrangements, was circulated at the meeting.

The Head of Business Planning and Performance explained that 14 Service Plans had been produced annually and an assurance would be required that the Plans were appropriate and robust. The Performance Scrutiny Training Workshop, held on the 13th May 2011, had suggested a way of making the process more manageable by allocating particular services to individual Committee Members. Members would engage with the service and become involved in the development and scrutiny of the Service Plan by focusing on the crucial issues within Service Plans.

It was explained that the Council currently collected a large amount of performance information, through the Ffynnon system, which would need to be made available for the Performance Scrutiny Committee, and the Committee would need to focus on a manageable amount of information in order to facilitate a meaningful discussion.

The Corporate Improvement Manager explained that the Corporate Business Planning and Performance Management Framework had been based on delivering Outcomes. It had been recommended that the Committee focus on outcomes which appeared to be in jeopardy, based on the range of associated performance information, particular reference being made to the significance of the Outcome Agreement with the Welsh Assembly Government (WAG) in ensuring the continued receipt of grants. A number of sets of Indicators and Performance Measures had been developed by Services and these would reflect the delivery of a particular outcome. It would therefore be more meaningful to base discussions on the delivery of outcomes, rather than component indicators or performance measures.

The importance of being able to access information was highlighted by the Head of Business Planning and Performance. He explained that all performance information required by the Scrutiny Committee, in relation to the Corporate and Service Plans, would be housed with the Ffynnon Performance Management System, and that the Corporate Improvement Team could provide assistance to the Committee in the following ways:

- Developing a Ffynnon dashboard to signpost the Committee to all relevant performance information.
- Developing specific Ffynnon dashboard reports based on specific outcomes or areas that the Committee decide to focus attention on.
- Provision of training on the Corporate Service Planning methodology; performance management issues, such as target setting, and the use of Ffynnon.

Members were informed that a robust process for scrutinising Service Plans would be necessary to assist the Council to understand whether it was working toward the correct outcomes for its communities, and whether it was on track to successfully deliver positive outcomes. Details pertaining to the processes adopted for reporting information to the Committee were outlined by the officers, and Members were assured that training would be provided.

The Corporate Director: Business Transformation and Regeneration provided the following details in respect of the Performance Scrutiny Service Leads as selected and agreed by Members at the meeting:-

- | | |
|---|---------------------------|
| 1. Adult & Business Services - | Cllr R.L. Feeley |
| 2. Business Planning & Performance - | |
| 3. Customer Services - | Cllrs D. Lee & G.C. Evans |
| 4. Corporate Governance - | |
| 5. Strategic HR - | |
| 6. Children & Family Services - | Cllr J. Cahill |
| 7. Environment Services - | Cllrs L.M. Morris & |
| 8. Planning, Regeneration & Regulatory Services - | M.J. Eckersley |
| 9. Finance & Assets - | Cllr H.LI. Jones |
| 10. Highways & Infrastructure - | Cllr T.R. Hughes |
| 11. Housing Services - | Cllr P.C. Duffy |
| 12. Leisure, Libraries & Community Development - | Cllr I.A. Gunning |
| 13. Modernising Education - | Cllr C. Hughes |
| 14. School Improvement & Inclusion - | |

The Corporate Director: Business Transformation and Regeneration explained that the respective Heads of Service would be informed of Members appointments. Dates of the Performance Reviews were circulated at the meeting and confirmation provided that invitations and the papers for the meetings would be circulated to the respective Members. The Committee agreed that Substitute Members, from the Performance Scrutiny Committee, could be nominated to attend if required.

In response to concerns raised by Members regarding the importance of the provision of Member training, particular reference being made to the need for Members to understand how to access and fully utilise the Ffynnon Performance Management System, the Head of Business Planning and Performance assured Members that the necessary training would be provided during the forthcoming month.

Following further discussion, it was:-

RESOLVED – that the Performance Scrutiny Committee agrees:-

- a manageable mechanism for scrutinising Service Plans.*
- the Performance Scrutiny Service Leads as selected and agreed by Members.*
- the use of dashboard reports within the Fynnon Performance Management System to identify areas of performance that require scrutiny, and*

(d) *to committing to participating in a programme of training, to be delivered by the Corporate Improvement Team.*

7. RUTHIN CRAFT CENTRE

A copy of a joint report by the Director: Ruthin Craft Centre and Lead Officer: Libraries, Archives and Arts, which updated the Committee on the Ruthin Craft Centre and provide information on its financial position in going forward, had been circulated with the papers for the meeting.

It was explained by the Head of Leisure, Libraries and Community Development that Scrutiny Members had requested a presentation on the Council's future funding proposals for the Ruthin Craft Centre, information on the measures taken to improve the offer available at the gateway to the Centre and clarity on certain aspects such as the Interpretation Centre and the garden. Members were informed that the Arts Council of Wales (ACW) had confirmed its uplift grant of £400,000 per annum to the Ruthin Craft Centre for three years from April 2011, and had recognised the Ruthin Craft Centre as a strategically important centre for the crafts in Wales and a centre of excellence.

The Head of Leisure, Libraries and Community Development summarised the report which provided details pertaining to the following issues and aspects relating to the Ruthin Craft Centre:-

- Redevelopment of Ruthin Craft Centre
- Exhibitions
- Treasures of the 21st Century
- Appointment of an Education Officer
- Occupancy of the 6 Studios
- Details of the Grounds
- Cultural Gateway and Tourist Information Point (TIP)
- Revenue Funding and Arts Council of Wales investment
- Denbighshire's Efficiency Agenda
- Centre of Excellence
- Extract from The Arts Council of Wales' Annual Review 2009

Members were informed that Denbighshire's Efficiency Plan had identified year on year reductions for the Ruthin Craft Centre, with the 2011/12 budget reduced by £20,000. Discussions were taking place with the ACW regarding the impact of the future budget reductions and this would require careful management, respecting the ACW's significant prior investment into Denbighshire to develop this major new facility. The officers assured the Committee that not only could the current service provision be continued, but were confident that it could be enhanced. The Head of Leisure, Libraries and Community Development stressed that it was important to note that there were currently no poor performance issues in respect of the Ruthin Craft Centre. He explained that there was now only one Business Plan for the Leisure, Youth and Culture portfolio, together with, Performance Indicators for the Craft Centre and respective Theatres, which would be monitored through the Ffynnon Performance Management System.

In reply to questions from Members, the Director: Ruthin Craft Centre confirmed that the Gallery at Ruthin Craft Centre attracted in the region of 90,000 visitors each year with in excess of that number visiting the Craft Centre itself. He provided details of the number of full and part-time staff employed, directly and indirectly, at the Craft Centre and of the planning arrangements for future exhibitions and events. He outlined the work being undertaken within the local community and explained that visitors to the Ruthin Craft Centre also visited other attractions and businesses in the locality and utilised local accommodation. Funding for the previously staffed Tourist Information Centre (TIC) had been withdrawn in 2006, however, the Tourist Information Point (TIP) offered a free telephone to the staffed TICs at Llangollen and Rhyl, and North Wales Tourism's list of approved accommodation was regularly updated and available in the TIP.

The officers responded to questions from Members and provided details of Denbighshire's, the ACW's and other stake holders investment and commitment to funding in respect of Ruthin Craft Centre. Confirmation was provided that work had been undertaken with the Lifelong Learning Directorate and reference was made to the appointment of an Education Officer, the Princes Trust Start programme, the sixth form initiative and the performance event scheduled for June and July, 2011 which involved 11 local schools. The Head of Leisure, Libraries and Community Development highlighted the departmental collaborative working approach adopted in respect of the provision of educational services, and confirmed that a review was currently being undertaken on how the offer of services could be made more efficient.

The Head of Business Planning and Performance explained that information relating to service performance would be available in the Position Statement and Performance Challenges, and a good working relationship would be developed with the assigned Member, with future reports being presented on an exceptions basis. The Committee agreed with the proposal put forward by the Head of Leisure, Libraries and Community Development that for a period of three to four months a briefing circular, or news letter, be distributed to Members outlining the performance details in respect of the Craft Centre.

Following further discussion, it was:-

RESOLVED – *that the Performance Scrutiny Committee:-*

- (a) receives the report noting the comments expressed by Members, and*
- (b) notes the increased level of Arts Council for Wales investment in Denbighshire via the Ruthin Craft Centre, as a centre for excellence for the presentation of contemporary applied arts in Wales.*

8. SCRUTINY WORK PROGRAMME

A copy of a report by the Democratic Services Manager, which reviewed the future work programme for the Performance Scrutiny Committee and provided an update on the relevant issues, had been circulated with the papers for the meeting. A copy of the latest Cabinet Work Programme had been circulated prior to the meeting.

The Democratic Services Manager explained that this was the first report to the new Scrutiny Committee and it contained the Forward Work Programme inherited by the Committee from the previous Scrutiny Committees (Appendix 1), together with issues relevant to the Committee's business.

It had been recommended that Members review the issues listed in the draft Forward Work Programme. The Head of Business Planning and Performance referred to the training session held with Members on the 13th May, 2011, and Members having highlighted the importance of focusing and identifying issues for consideration in respect of topic selection. A copy of the Outcome of the Session, which outlined the following issues and key areas identified by Members, was circulated at the meeting:-

- Budget
- 'Hot Potatoes'
- Service Performance
- Communication
- Policy Development
- Service Plans
- Quality of Service
- Delivery of Corporate Priorities/Corporate Plan

Members had highlighted practical considerations which included issues pertaining to Cabinet, Officers, Information available and public involvement. The Forward Work Programme had been considered by Members and a list of suggested topics, which differed from the original Work Programme, had been included in the report.

The Committee considered the Forward Work Programme as included as Appendix 1 to the report, and the Forward Work Programme suggested at the Training Session, and the following matters were raised and issues considered:-

- In reply to concerns raised by Councillor C. Hughes regarding the importance of the need to monitor external examination results, the Head of Business Planning and Performance explained that any issues in respect of this matter would be presented to the Committee by the nominated Performance Scrutiny Service Lead Member representative.

- The Corporate Director: Business Transformation and Regeneration supported the view expressed by the Chair that the Performance Scrutiny Committee meeting, scheduled for the 30th June, 2011, be convened as an informal session or meeting to discuss the Committee's future objectives and Forward Work Programme. It was agreed that the interactive session be utilised to provide the opportunity for consideration in respect of the following issues and matters:-

- Consideration of the Forward Work Programme.
- Performance Data.
- Presentation on the delivery of the Corporate Plan/Corporate Priorities.
- Performance Monitoring.
- Improved Communication (Members and officers).
- Financial Summary (revenue and capital).

- Quality of Service Provision (impact on the Community).
- Area Member Group Links.
- Position Statements on most service areas.
- Provision of Member training (particular reference to the Ffynnon Performance Management System)

Members agreed a maximum of 4 agenda items for each meeting, together with the Committee's work programme report, the Corporate Director: Business Transformation and Regeneration confirmed that additional special meetings could be arranged if necessitated by the Committee's work load. Councillor L.M. Morris highlighted the importance of focusing on high risk areas when setting agendas for meetings, and to ensure that only items which merited consideration were included on the agenda. The Committee agreed that unless required all meetings of the Performance Scrutiny Committee be held in County Hall, Ruthin.

The Committee endorsed the continued use of the Proposal Form, Appendix 2 to the report in order to provide Members with relevant information about the contents and purpose of reports suggested by officers to deliver a member-led agenda, and noted officers' comments that some modifications could be made to the form in future.

In response to the view expressed by Councillor G.C. Evans that it would be beneficial if the Chairs of the Scrutiny Committees attended Cabinet meetings, the Chair confirmed that she did anticipate attending Cabinet meetings and would be reporting any relevant information back to the Scrutiny Committee.

Following further discussion, it was:-

RESOLVED – that the Performance Scrutiny Committee:-

- agrees that the meeting, scheduled for the 30th June, 2011, be convened as an informal session to consider the issues identified by Members.*
- confirms a maximum of 4 report items, plus the Committee's work programme, with additional special meetings if necessitated by the Committee's work load, and*
- Agrees the continued use of the Proposal Form, Appendix 2 to the report in order to provide Members with relevant information about the contents and purpose of reports suggested by officers to deliver a member-led agenda.*

9. CORPORATE RISK REGISTER

A copy of a report, and confidential Appendix, by the Head of Internal Audit and Risk Management, which provided information from the latest Corporate Risk Register, had been circulated with the papers for the meeting.

The Head of Internal Audit and Risk Management explained that the Council's Corporate Risk Register was developed from the risk registers produced by each service and by Corporate Executive Team (CET). However, this process had not been fully completed during 2010/11, as CET would be reviewing its strategic risk register as part of a corporate review of risk management which was about to commence.

It was confirmed that the Corporate Risk Register circulated with the report only contained those key risks identified by services, and the Register would be fully updated over the next couple of months following the completion of the risk management review.

Members were informed by the Head of Internal Audit and Risk Management that robust and effective risk management would contribute to good corporate governance and service delivery and to the delivery of all corporate priorities. Consultations in respect of the Corporate Risk Register had been undertaken with CET and the Chairs and Vice Chairs of Scrutiny Group, and the report had also been presented to the Lifelong Learning Scrutiny Committee in April, 2011.

Confirmation was provided by the Head of Internal Audit and Risk Management that risks and actions had been included in the Corporate Risk Register. He also explained that the Internal Audit Strategy for 2011/12 would ensure that all high risks were reviewed to ensure that they were being managed effectively.

The Head of Internal Audit and Risk Management provided a brief summary of the Corporate Risk Register and the following issues were raised and responses provided:-

No 6. Deterioration of the Highways Network – In reply to a question from Councillor T.R. Hughes regarding the accuracy of the capital budget figure of £4.4 million, the Head of Internal Audit and Risk Management explained that the Corporate Risk Register was currently being updated.

No 9. Fatalities or serious injuries caused through non-compliance with Health and Safety legislation – Reference was made to the risk identified at Prestatyn Library, in respect of the possible dangers emanating from an open staircase leading to the first floor of the building. Members agreed that information in respect of the risks identified at Prestatyn Library, be circulated to members of the Performance Scrutiny Committee. The Chair confirmed that she would also liaise with the Head of Leisure, Libraries and Community Development in respect of this matter.

A number of Committee Members supported the view expressed that the Performance Scrutiny Committee receives regular up-date reports in respect of the Corporate Risk Register.

Following further discussion, it was:-

RESOLVED – that the Performance Scrutiny Committee:-

- (a) receives the report.
- (b) requests the receipt of information in respect of the risks identified by the Service at Prestatyn Library, and
- (c) receives regular up-date reports in respect of the Corporate Risk Register.

Meeting ended at 12.10 p.m.

Agenda Item No. 5

Report To: Performance Scrutiny Committee

Date of Meeting: 21st July 2011

Lead Member / Officer: Paul Marfleet/Paul Mcgrady

Report Author: Chris Davies/David Lorey

Title: Finance & Assets / Property / Asset Review

1. What is the report about?

Office rationalisation, asset disposals and the consequential financial and service related implications.

2. What is the reason for making this report?

To assist the Committee in considering plans and funding implications for disposals, office accommodation moves and the county wide strategy to understand the major financial and service delivery issues and to determine the ongoing reporting processes under the new scrutiny committee arrangements.

3. What are the Recommendations?

That Performance Scrutiny Committee notes the information contained within this report and determines what further reporting arrangements the Committee would like to establish.

4. Report details.

Office Accommodation Rationalisation:

The methodology and focus for the rationalisation of corporate office accommodation was agreed at Cabinet on 25th January 2011 together with targets for efficiencies in line with the criteria for success identified in the Business Transformation Programme Board document "PROGRAMME ORGANISATION AND OUTCOMES" (Appendix 1).

Corporate office buildings are reviewed in terms of building condition, suitability for purpose (including location) and efficiency (utility & management cost/m²). Poor performance is highlighted and options for increased utilisation or alternative use, including disposal, are considered prior to taking recommendations to Asset Management Group for ratification or referral to Cabinet as required.

Due to the contractual obligations imposed on the Council as part of the PFI agreement, County Hall was the initial focus of the office review in the South of the County.

The Impending Estyn inspection anticipated in April 2012 accelerated the need to relocate Education staff during the Summer break 2011 thereby minimising service disruption prior to inspection.

The review of office accommodation needs is an ongoing process which, while it may subside as opportunities for increased efficiencies become more onerous to achieve, will need to be maintained as an ongoing challenge process.

Efficiencies achieved to date:

County Hall – increased utilisation of space in Personnel & ICT representing a 4.5% efficiency gain in terms of building utilisation;

46 Clwyd St Ruthin. Leisure Services staff relocated from Rhyl. Occupancy increased by 17 desks representing a 33% efficiency gain in terms of building utilisation;

Fronfraith, Rhyl - property vacated June 2011 following staff relocations to Caledfryn, Russell House, Brighton Road and Ty Nant. The vacation of the building represents -

Reduction in operating costs of £33,588.00 p/a;

Reduction in backlog maintenance requirement of £15,234.00;

Anticipated efficiencies 2011:

Trem Clwyd – School Improvement & Inclusion staff to be relocated to County Hall with some utilisation of the Corporate Store for storage of peripatetic equipment and practical work area. The vacation of Trem Clwyd will represent -

Reduction in operating costs of £71,804.00;

Reduction in backlog maintenance requirement of £87,161.00;

Disposal Programme

A list of achieved and anticipated asset disposals for 2011 is included in the confidential Appendix 2. While further asset disposals may be achieved within the 2011/12 financial year, these will be subject to declaration of superfluity at service and corporate levels.

The asset reviews run in parallel with service reviews (Agricultural estate Review, Leisure Review, Modernising Education Review and the impending review of the Commercial Estate etc.) to ensure that the relevant portfolios are aligned to service needs and corporate needs.

It should be noted that the term “disposal” used within the context of the Asset Review refers to the removal or reduction of property related liabilities from the Authority – this can take the form of alternative/improved utilisation, partnerships with other public & private sector organisations, transfers and lease agreements as well as freehold sale.

5. How does the decision contribute to the Corporate Priorities?

Effective property and asset management is a key strategic process within the Authority, consistent with all other strategies and policies. Its fundamental purpose is to create a sustainable and efficient property estate aligned to the needs of service delivery and corporate priorities.

The Asset Review/Property Management processes also contribute to:

Carbon Reduction Targets;
Efficiency Targets (service & corporate);
Regeneration;
Sustainability;

6. What will it cost and how will it affect other services?

A capital allocation of £200,000.00 was granted for the works required to vacate Fronfraith and Trem Clwyd. Costs are currently being contained within the available budget.

Further projects identified through the office accommodation review will be subject to additional bids for capital allocations in line with required resource.

Long term impacts on service delivery are difficult to determine. However, all service teams relocated so far have indicated that no adverse consequences have been experienced.

With regard to the disposal programme, disposals are derived from service portfolio holders declaring the assets surplus to requirements through service strategies and the Asset Management Process. Consequently, there should be no detrimental impact on service provision.

The Council’s costs related to the disposal of assets are generally recovered from the capital receipt realised.

7. What consultations have been carried out?

No consultations have been undertaken in the production of this paper. However, the asset management process (and therefore the identification of surplus assets) is based on service reviews (e.g. Agricultural Estates Review, Leisure Review, Modernising Education etc.) which have been subject to Officer, Member and public consultation as appropriate.

Approval of reports at Asset Management Group requires Local and lead Member consultation regarding any proposals brought forward. Service consultation is deemed to have been undertaken through dissemination of reports to service departments and discussion with service representatives at the meetings. Where necessary, reports are referred to Cabinet and Full Council for approval.

The Asset Review process has been subject to consultation at the Area Elected Member Groups.

8. Chief Finance Officer Statement

The Council's assets need to be used in the most efficient way possible to minimise the costs of owning and running them. Disposal of assets is also an important source of funds for capital projects.

9. What risks are there and is there anything we can do to reduce them?

Risks – Failure to achieve disposals targets/anticipated savings through:

Escalation of costs in terms of legal and other professional fees due to unforeseen issues;

Market downturn having a greater detrimental impact of property values than anticipated;

Similar exercise being undertaken in neighbouring authorities flooding the property market with specific building types;

Political opposition to disposals of assets in electoral wards;

10. Power to make the Decision

Section 3 of the Local Government Act – duty to make arrangements to secure continuous improvements in the way in which functions are exercised.

S123 of the Local Government Act 1972 gives the power to dispose of land

S120 of the Local Government Act 1972 gives the power to acquire land.

AGENDA ITEM NO:

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR PAUL MARFLEET: LEAD MEMBER FOR MODERNISATION

DATE: 25th January 2011

SUBJECT: ASSETS REVIEW

1.0 DECISION SOUGHT

- 1.1 That Cabinet endorses the recommendations formulated from the service asset reviews outlined in paragraph 2.11
- 1.2 That Cabinet approves the Asset Review strategy as outlined in this report as the vehicle for delivering these recommendations with a view to rationalisation of the Council's asset portfolio and increased efficiency of space utilisation in line with service delivery needs.
- 1.3 That Cabinet agrees that all changes to the Council's property portfolio are reviewed by the Asset Management Team, effectively acting in the role of County Landlord, with strategic decisions being formally agreed at the Capital and Asset Strategy Management Group and operational issues being formally agreed by the Asset Management Group prior to agreement at CET, Cabinet and/or Council where applicable.

2.0 REASON FOR SEEKING DECISION

- 2.1 Denbighshire County Council currently manages and maintains property assets with an estimated value of £280 Million (taking into consideration the current property market). The annual running cost of the property portfolio is in the region of £17 Million and the current maintenance backlog is estimated at £24 Million (this does not include works required for asbestos management, legionella management or compliance with the Disability Discrimination Act). Bearing in mind the level of funding available annually for maintenance purposes, it is inevitable that the estate in its current form will deteriorate rather than improve. The Council's property portfolio, therefore, is unsustainable.
- 2.2 Management of buildings is becoming increasingly onerous and expensive. Health and Safety legislation, increasing energy costs and the implications of The Climate Change Act 2008 (an imposed annual levy of £12 per tonne of carbon emitted – equating to a worst case scenario of approximately £250 - £300K in 2011) are just some examples of increasing pressures being put on the Council in terms of managing a property portfolio of varying age, appropriateness and efficiency.

- 2.3 The Council's property holdings are currently allocated to ten service portfolios, namely:

Corporate* (Office accommodations etc.);
Agricultural Estate;
Environmental Services* (Civic Amenity Sites, Depots, Parkland etc.);
Development Services* (Regeneration Properties & Business Units etc.);
Lifelong Learning Education;
Lifelong Learning Leisure Services*;
Lifelong Learning Youth Services*;
Transport & Infrastructure (Car Parks, Depots etc. but not roads & pavements);
Social Services & Housing (Elderly Persons Homes; Day Centres etc. but not Social Housing);
Tourism, Culture & Countryside* (Arts centres, Heritage Sites etc.)

* Exact portfolios to be established following internal reorganisations.

- 2.4 In order to realise and maintain long term efficiency savings and generate capital receipts to support service delivery over the next 4- 5 years and beyond, the council needs to:

Review its current property portfolio in terms of suitability for purpose, efficiency and utilisation – identifying poorly performing buildings and implementing measures for improvement, including disposal where appropriate;

Challenge Service Departments regarding asset utilisation and retention, including reviews of service delivery methods in order to identify potential for increased utilisation of assets or, ideally, non asset dependent service delivery models;

Identify potential for collaboration with other public sector bodies, the private sector and community groups in order to share facilities and integrate service provision;

Ensure that property assets are considered a corporate resource, with properties being retained purely for the support of core service delivery and managed by appropriately qualified professional officers through established/proposed protocols and procedures;

- 2.5 The Asset Review will encompass all assets owned and/or leased by the Council, irrespective of which service manages the property portfolio or geographical location.

- 2.6 Service delivery models will be reviewed in order to investigate the potential for reducing or eliminating reliance on property. It is recognised, however, that improved service provision is a priority for the Council and this will be a significant consideration in any proposals brought forward.
- 2.7 Where services consider the opportunities suggested by Property to be unworkable, alternative proposals realising similar benefits will need to be developed by the service where possible. Where consensus cannot be reached, CET will act as arbiter.
- 2.8 Internal service repositioning and collaborative ventures with other public and private sector bodies will need to be considered and encouraged.
- 2.9 Where properties cannot be categorised into service portfolios, they will be considered surplus to service needs and, therefore, suitable for re-appropriation/disposal through the asset management process.
- 2.10 It is recognised that certain categories of property have specific management considerations which, in effect, delegate responsibility to non Council bodies. An example is school buildings where the governing bodies are deemed to have the power to make alterations to the buildings. Notwithstanding the operational considerations of allowing such bodies to undertake work (Control of Asbestos, Construction Design & Management Regulations, Health & Safety at Work Act etc.), it must be remembered that the ownership of the buildings still lies with the Council and, ultimately, it is the Council that bears cost of any alterations which are prejudicial to strategic considerations or detrimental to value.
- 2.11 Relevant service representatives have outlined their property strategies to a review panel and have formulated their 2011/12 Service Asset Management Plans based on these. These reviews will continue to be undertaken on an annual basis and will inform Service Asset Management Plan production.

Recommendations from the review panel are:

2.11.1 Development Services;

In order to regularise the operational management of the portfolio, ensure that legal and financial risks to the Council are minimised and ensure that the aims outlined in service strategies are met, operational management of the portfolio should be transferred to Finance & Assets (Property).

The service needs to formulate long term strategies for developing the portfolio which clearly state:

The rationale for retention of existing individual sites and/or buildings as opposed to disposal including the potential for renegotiation of terms where it is clear the site and/or building are no longer fulfilling a regeneration role in terms of establishing new business opportunities;

Review of empty units and identification of long term vacancies together with the formulation of mitigation measures;

The rationale for future acquisitions, proposals and developments in geographically specific areas;

2.11.2 Education Services;

It is recognised that the Service have some developing strategies for the portfolio based on service needs, but there is a lack of professional property representation in the decision making process. This needs to be rectified by inclusion of relevant officers from Property and/or Asset Management in the consultation and decision making process.

2.11.3 Environmental Services;

Emerging outcomes of the Efficiency Agenda and Repositioning exercise need to be considered and the service will need to review the strategies for reallocated service areas.

Options need to be developed for the utilisation of the Rhuallt former abattoir site including potential to utilise the site for alternative uses;

Options for increased utilisation of the Ruthin Lon Pacwr site with particular emphasis on the potential to develop the site to the South of the Ruthin relief road.

2.11.4 Leisure Services, Youth services & Libraries;

Emerging outcomes of the Efficiency Agenda and Repositioning exercise need to be considered and the service will need to review the strategies for reallocated service areas.

Options appraisals need to be undertaken in respect of Library provision across the County with specific emphasis on Prestatyn, Rhuddlan and St Asaph.

2.11.5 Social Services and Housing;

Adult Services:

A clearer strategy needs to be developed regarding the development of Extra Care Social Housing models and the impacts on remaining residential and day care provision.

Co – location with The Health Service needs to be explored and the impact on office accommodation strategies reviewed.

2.11.6 Transport & Infrastructure;

The impacts of co – location with CCBC need to be investigated and likely outcomes established in terms of accommodation needs.

An options appraisal is required regarding the continued utilisation of Bodelwyddan depot aligned to the above recommendation.

A revue of car park occupancies and revenue incomes needs to be undertaken.

2.11.7 Agricultural Estate;

Recommendations from the Agricultural Estate Review should be implemented as approved at Cabinet on 26th October 2010.

2.11.8 Corporate Property;

Greengates Farm:

Identify and bring forward opportunities for the development of the former Greengates Farm site, St Asaph.

Office Accommodation General:

The Council's office accommodation portfolio should be reduced to the minimum amount of floor space required, consistent with its business needs, operating effectively and sustainably.

Increased utilisation of space should be achieved where possible by applying the following criteria:

Maximum 10m² gross floor area per workstation;

Ratio of desks/staff to be 8/10 (8 desks for every 10 staff members) as a target – final ratio to be determined by service needs;

Open plan configuration where possible and use of cellular offices minimised;

Corporately managed meeting and training facilities based on actual need;

Flexible utilisation of cellular offices as departmental meeting spaces;

Service review of filing and storage needs.

Investigation into collaboration with external agencies;

Office Accommodation North Denbighshire:

Investigate the potential and cost implications of housing all staff currently accommodated in the 6 locations in the North of the County in either:

A reduced number of office buildings currently owned/leased by the Council;

One or two newly constructed, leased building.

Office Accommodation South Denbighshire:

Increase utilisation of the PFI buildings (County Hall, Town Hall and Corporate Store) through more efficient use of space and alternative working practices (as outlined above).

Investigate the potential to vacate Trem Clwyd & Canol y Dre for alternative use/capital generation.

Office Accommodation Denbigh:

Retain the existing building in Denbigh in the medium term but consider the potential for vacation and disposal in conjunction with the studies of the other two areas.

- 2.12 Presentations have been delivered to the Area Elected Member Groups and proposals for potential rationalisation/alternative use have been received. The proposals are currently being compared with the service reviews to identify any correlation. All proposals will be investigated and updates given to the Member Groups at regular intervals.

3.0 POWER TO MAKE THE DECISION

3.1 Sections 111,120,123 & 132 of The Local Government Act 1972

4.0 COST IMPLICATIONS

4.1 The Asset Review will generate the need for feasibility studies, including involvement from legal services. Funding will be subject to bids either through Capital Strategy Group or to the feasibility fund allocated to Property. The outcome of initial cost/benefit analysis will determine which schemes are developed and brought forward as funding bids.

4.3 Efficiencies realised through the Asset Review Process will depend on cost/benefit analysis of specific schemes brought forward.

4.4 Funding will be subject to proposals being approved at Asset Management Group and Capital Strategy Group via the Capital Prioritisation Process.

4.2 In line with the criteria for success identified in the Business Transition Programme Board document “PROGRAMME ORGANISATION AND OUTCOMES”, targets for efficiencies related to the Office Accommodation Review are:

Success Criteria	Actual	Target				
	Mar 10	Mar 11	Mar 12	Mar 13	Mar 14	Mar 15
We will occupy less office space (m ²)	18,470	18,070	17,505	16,340	15,395	14,095
The office accommodation we occupy will be wi-fi enabled (percentage)						
We will have reduced the cost of facilities management for our property portfolio ⁵ (£)	316,961	309,938	295,153	271,254	249,124	238,303
We will have reduced our energy consumption ¹ (kWh)	62,447,290	60,000,000	57,000,000	55,000,000	49,000,000	42,000,000
We will have reduced our carbon emissions (carbon tonnes) ²	18,403	18,000	17,800	17,500	15,300	13,000
We will have reduced the maintenance	393,570	393,570	382,800	295,639	253,722	183,943

backlog for our property portfolio ⁶ (£) Cumulative figures in brackets						
We will have raised capital through property disposals (£) ⁷	0	500K	2.0M	2.5M	2.5M	2.5M

5.0 FINANCIAL CONTROLLER STATEMENT

5.1 TBC

6.0 CONSULTATION CARRIED OUT

6.1 Presentations have been delivered to the Area Elected Member Groups during September 2010 outlining the need for a review of assets and asking Local members for input. Further consultation with these groups is planned as the Asset Review process develops and any outcomes from it emerge.

6.2 Specific proposals arising from the Asset review will be subject to formal consultation with services, Senior Management, Lead Members, Local Members, Cabinet and Full Council where appropriate.

7.0 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 The Asset Review is a fundamental component of the Council's strategy for service delivery through the anticipated reduction in public spending. Financial benefits identified and realised through the Asset Review strategy will assist the Council in maintaining service delivery levels which otherwise may not be sustainable.

7.2 The implementation of a strategy which effectively streamlines the Council's asset portfolio will have an impact on all service delivery areas and will depend to a significant extent on alternative service delivery models and service delivery needs.

7.3 The Asset Review Process is fundamental to the pursuit of the Corporate Asset Objectives. The process assists the service departments in implementing Council policy by helping to align accommodation needs with service delivery needs.

8.0 PRELIMINARY ACTION PLAN

8.1 Ongoing – Feb/March 2011

Gathering of additional information and verification of existing data in

terms of all property with regard to specific ownership and utilisation.

8.2 March 2011 – July 2011

Assets identified and Service use established/confirmed, the service portfolios will be scrutinised and the assets within them benchmarked using the following criteria:

- Current use efficiency & occupancy ratio (staff/visitors per m²);
- Backlog/Ongoing maintenance burden;
- Energy & utility costs;
- CO2 production/burden
- Facility Management costs;
- Suitability of use;

8.3 July 2011 – September 2011

In depth investigation into legal issues (trusts, covenants, easements etc.) undertaken on poorly performing buildings. A corporate strategic overview will be taken to consider the properties where service retention will be challenged. Unmarketable properties will be considered in terms of alternative and/or increased utilisation.

8.4 September 2011 – Ongoing & annually

With assistance from the Asset Management Team and other property departments, services will be asked to review asset retention/utilisation and consider the following:

- Is this the best location for specific service delivery?
- Does the configuration of the building suit service delivery needs?
- Is the available space being utilised efficiently?

Services will also be asked to consider:

- Adapting service delivery to minimise property reliance, with particular emphasis on assets identified as performing poorly;
- Adopting a more strategic attitude to asset retention & development;

- Potential collaboration with internal and external partners including service integration;

8.5 Recommendations and proposals from the asset reviews will be brought forward for consultation and approval through the existing democratic and decision making processes. Consultation with Officers and Members will form part of this process.

9.0 RECOMMENDATIONS

9.1 That Cabinet endorses the recommendations formulated from the service asset reviews outlined in paragraph 2.11

9.2 That Cabinet approves the Asset Review strategy as outlined in this report as the vehicle for delivering these recommendations with a view to rationalisation of the Council's asset portfolio and increased efficiency of space utilisation in line with service delivery needs.

9.3 That Cabinet agrees that all changes to the Council's property portfolio are reviewed by the Asset Management Team, effectively acting in the role of County Landlord, with strategic decisions being formally agreed at the Capital and Asset Strategy Management Group and operational issues being formally agreed by the Asset Management Group prior to agreement at CET, Cabinet and/or Council where applicable.

Agenda Item No. 6

Report To: Performance Scrutiny Committee
Date of Meeting: 21 July 2011
Lead Member / Officer: Cara Williams; Head of Customer Services
Report Author: Steven Goodrum; Corporate Complaints Officer
Title: Performance standards revealed through the Complaints process

1 Introduction

- 1.1 To present analysis of the feedback received via Denbighshire County Council's Customer Feedback Policy 'Your Voice' during Quarter 4 2010/11.

2 Purpose of the report

- 2.1 To provide trend analysis of feedback received during the quarter, and highlight any performance issues and associated recommendations to the Performance Scrutiny Committee.
- 2.2 To ascertain Performance Scrutiny's requirements for future reporting on complaints.

3 Key findings (F) and recommendations (R)

- 3.1 F: 'Service' related complaints continue to be the main cause of complaints received by the authority.
R: 'Service' is a broad category. The Corporate Complaints Officer to review the complaint categories and sub-categories to determine whether they need updating in order to make the information more meaningful – and help identify areas of concern.
- 3.2 F: The number of complaints responded to within the 'Your Voice' published timescales has fallen slightly during quarter 4.
R: The Corporate Complaints Officer to review and consult with service complaints officers regarding the volumes of complaints responded to outside of the published timescales.
- 3.3 F: The number of complaints that have been either upheld or partially upheld increased during quarter 4.
R: As part of the next quarterly report, the Corporate Complaints Officer to include a risk (RAG) analysis of complaints that were either Upheld or Part Upheld in order to better determine if further action is required.

4 Quarter 4 overview

- 4.1 Environmental Services continues to receive the largest number of recorded complaints (49/161), an increase on the previous quarter (33). Given that responsibility for services such as waste collection and public realm lie with this area and by their nature have a high degree of interaction with Denbighshire residents; it is to be expected that they will receive the highest proportion of complaints.
- 4.2 It should also be noted that Environmental Services consistently receives the highest proportion of recorded compliments. During quarter 4, almost three quarters of compliments received corporately by the authority were for services in this area.
- 4.3 There has been a marked increase in recorded complaints for Housing Services – up from 20 in quarter 3 to 46 during the current quarter.
- 4.4 In spite of the increase, it should be noted that Housing Services continues to be the most consistent and best performing service area for responding to complaints within timescales.
- 4.5 It is important to provide some context to the above as focussing simply on volumes of recorded complaints can give a misleading impression that a service is not performing well.
- 4.5.1 The Customer Service Centre receives telephone calls on behalf of the authority. From these, in the main they record 'requests for service' for 3 specific service areas: Highways, Environmental Services, and Housing Maintenance.
- 4.5.2 The tables below demonstrate the volumes of General Enquiries (those received from members of the public) and Complaints recorded on the CRM software for the three specific service areas during quarter 3 and quarter 4. It should be noted that complaints do not necessarily derive directly from an enquiry.

CRM Details	Q4 Total	General Enquiries	Complaints
Environmental Services	5,437	5,388	49
Housing Services	4,297	4,251	46
Highways	1,253	1,237	16

CRM Details	Q3 Total	General Enquiries	Complaints
Environmental Services	4,197	4,164	33
Housing Services	4,003	3,983	20
Highways	1,513	1,488	25

- 4.5.3 The table illustrates that Environmental Services, which covers refuse collection and public realm receive the largest number of Enquiries.

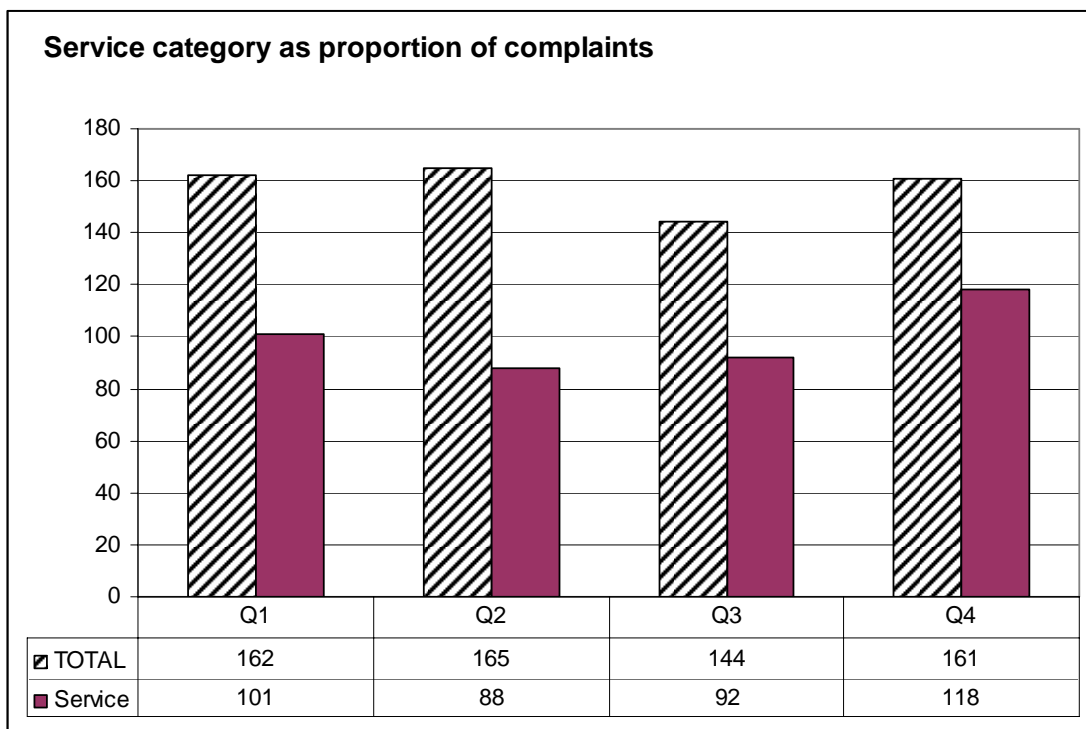
- 4.5.4 In contrast, the proportion of complaints (0.9% for Q4 and 0.8% for Q3) for Environmental Services is low.
- 4.5.5 The volume of complaints as a proportion of recorded enquiries for Highways, although higher than the other 2 areas is still low. In fact, the proportion has actually decreased during quarter 4 (down from 1.7% for Q3 to 1.3% for Q4). It should be noted that the majority of residents in Denbighshire will use, or have some interaction with a service area provided by Highways – ranging from footpaths, public transport to roads – often on a daily basis.

5 Quarter 4 analysis

5.1 Complaint Category

Category	Q1	Q2	Q3	Q4	TOT
TOTAL	162	165	144	161	632
Service	101	88	93	118	400
Staff	20	22	19	20	81
Communication	20	29	22	8	79
Information	13	18	7	7	45
Courtesy and Respect	4	6	2	6	18
Confidentiality	2	2	0	1	5
Equality	2	0	1	1	4

- 5.1.1 As can be seen from the table above, the category 'Service' accounts for nearly two thirds of all complaints received between 1 April 2010 and 31 March 2011.
- 5.1.2 Since the council is predominantly involved in delivering 'services' to residents, then it might be assumed that the majority of complaints received would be in relation to 'service'.
- 5.1.3 This can be better visualised in the graph below.



5.1.4 Appendix 1 on page 7 provides a more detailed analysis of the types of complaint received in relation to 'service' and also 'staff'. It also attempts to provide some analysis according to the specific service areas listed in the table above.

5.2 Complaint response timescales

5.2.1 According to the 'Your Voice' guidance, the following timescales should be adhered to when responding to complaints:

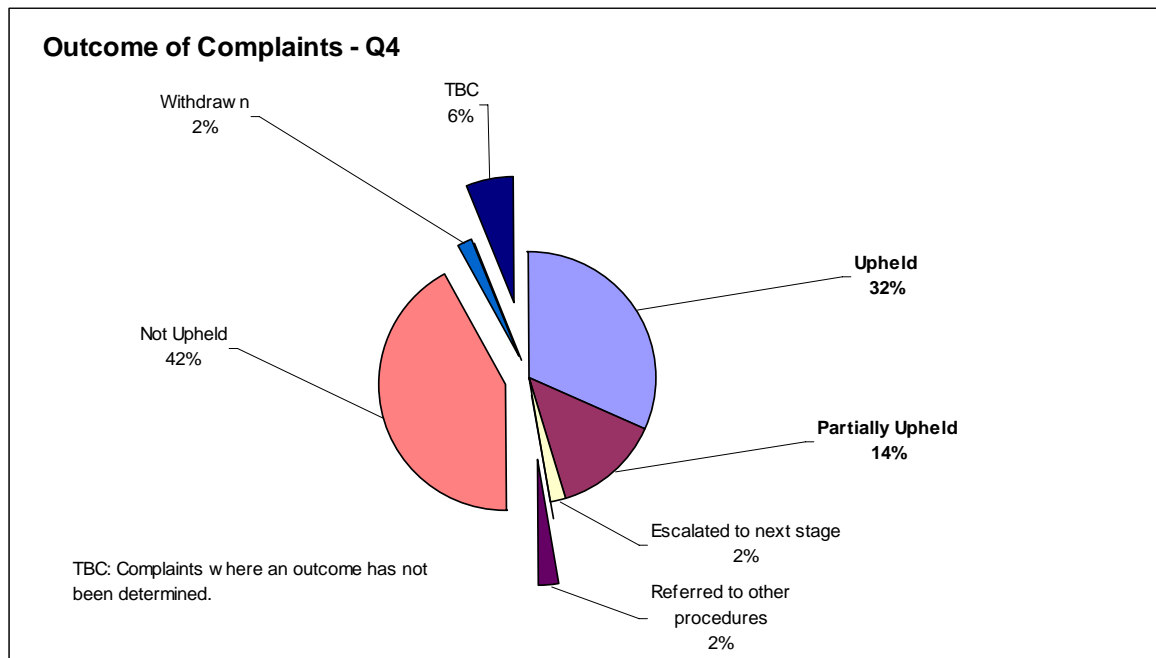
- Stage 1: **10** working days
- Stage 2: **25** working days
- Stage 3: **15** working days

5.2.2 The table below shows how many complaints that council service areas responded to according to the above timescales during quarter 4.

Service Area	Recd	Within	%
Education	1	1	100%
Housing	46	44	96%
Environmental Services	49	44	90%
Leisure Services	7	6	86%
Transport & Infrastructure	16	12	75%
Planning and Public Protection	14	10	71%
Customer Care / ICT	6	4	67%
Social Services	17	10	59%
Revenues and Benefits	5	2	40%
	161	133	83%

5.2.3 Appendix 2 on page 10 lists the number of complaints responded to outside of the timescales according to the specific service area.

5.3 *Outcome of complaints*



5.3.1 From the graph above, it can be seen that of the 161 complaints received:

5.3.2 32% of complaints received were upheld. This compares to 19% in the previous quarter, and 26% in quarter 2.

5.3.3 14% (22/161) of complaints received were partially upheld, compared to 16% in the previous quarter and 21% in quarter 2.

5.3.4 There are 9/161 (6%) complaints where investigations are continuing. This is the same as the previous quarter.

5.3.5 Overall, the number of complaints received that were either Upheld or Partially Upheld has risen to almost half (45%). This compared to approx a third of all complaints (35%) in quarter 3.

5.3.6 The table below provides details of the outcome of complaint by specific service area.

	Complaints Recd	Upheld	Partially Upheld	TBC	Escalated	Not Upheld
(Environment) - Environmental Services	49	20	8	1	0	20
(Social Services and Housing) – Housing	46	27	8	0	0	11
(Social Services and Housing) – Social Services	17	0	1	2	0	14

(Environment) - Transport & Infrastructure	16	2	1	4	0	9
(Environment) – Planning and Public Protection	14	0	3	2	3	6
(Lifelong Learning) - Leisure Services	7	0	0	0	0	7
(Governance and Efficiency) - Customer Care / ICT	6	2	0	0	0	4
(Governance and Efficiency) - Revenues and Benefits	5	0	1	1	0	3
(Lifelong Learning) – Modernising Education	1	0	0	0	0	1
TOTAL	161	51	22	10	3	75

5.3.7 More detailed investigation is required to ascertain whether there is any requirement for further intervention. Recommendation 3.3 above is intended to address this.

Appendix 1 – Complaint categories

6.0 Complaints about service are not confined to any specific council area. The table below lists the top 5 areas that receive complaints about 'Service'.

Environmental Services	128
Housing	86
Highways	48
Social Services	44
Planning and Public Protection	32

6.1 The following table shows the volumes of 'service' related complaints according to the sub-categories across all council areas.

Sub Category	Count
Unhappy with quality of service	117
Length of time for service	72
Other	49
Agreed services not delivered	42
Availability of Service	22
Not specified	21
Disagreement with Assessment	20
Increase or change of charge	15
Failure to respond within timescales	14
Length of Time for Assessment	10
Withdrawal of service	6
Opening Times	5
Removal of service	4
Request for Service	1
Failure to communicate	1
POVA Issues	1

6.2 Of the 5 council service areas with the highest volume of 'Service' related complaints, the sub-categories for each are outlined below.

6.2.1 Environmental Services

Unhappy with the quality of service	36
Length of Time for Service	32
Agreed services not delivered	24
Not specified	12
Service - Other	10
Availability of Service	5
Failure to respond within agreed timescale	4
Withdrawal of service	3
Opening Times	2
Disagreement with Assessment	1

6.2.2 Housing Services

Length of Time for Service	32
Unhappy with the quality of service	21
Agreed services not delivered	12
Failure to respond within agreed timescale	8
Length of time for assessment	5
Disagreement with assessment	3
Not specified	3
Service - Other	2

6.2.3 Highways

Service - Other	14
Unhappy with the quality of service	14
Availability of service	6
Length of Time for Service	6
Length of time for assessment	5
Increase or change of charge	2
Not specified	2
Agreed services not delivered	1
Failure to respond within agreed timescale	1

6.2.4 Social Services

Unhappy with the quality of service	29
Increase or change of charge	4
Removal of Service	4
Availability of service	2
Disagreement with Assessment	2
POVA Issues	1
Request for Service	1
Withdrawal of service	1

6.2.5 Planning and Public Protection

Service - Other	11
Disagreement with assessment	10
Unhappy with the quality of service	6
Agreed services not delivered	1
Availability of Service	1
Failure to communicate	1
Failure to respond within agreed timescale	1
Not specified	1
Opening Times	1

- 6.3 'Other' and 'Not Specified' sub-categories account for 70 of the recorded 'Service' related complaints.
- 6.4 Further work, in conjunction with individual service areas may be required in order to better determine the specific complaints that are of note.
- 6.5 Review of the sub-categories (usage and description) will be required to allow remedial action to be identified and directed as appropriate.
- 6.6 The table below lists the top 5 areas that receive complaints about 'Staff'.

Social Services	29
Environmental Services	17
Planning	16
Housing	5
Highways	4

- 6.7 The following table shows the volumes of 'Staff' related complaints according to the sub-categories across all council areas.

Sub Category	Count
Staff - Other	33
Not specified	13
Unhappy with practitioner	12
Inappropriate/Offensive Language/Action	10
Staff Attitude	10
Appropriateness of Action	2
Staff Behaviour	1

- 6.8 It is difficult to obtain anything meaningful from the sub-categories since 46/81 are either 'Other' or none has been specified.
- 6.9 Of note are the 20 that relate to either attitude or language/action of the staff member.
- 6.10 Whilst there may be infrequent occasions where actions and/or behaviours are found to be inappropriate, 6 of the inappropriate language/action complaints relate to Environmental Services staff; and 7 of the staff attitude complaints were for Social Service staff – i.e. those dealing directly with members of the public.
- 6.11 Additional work may need to be undertaken by the appropriate services in conjunction with the Corporate Complaints Officer to review the instances - and perhaps involve HR in any associated remedial actions.

Appendix 2 – Complaint response times

Completed beyond timescale in Q4		
Service	Stage	Days ¹ beyond t/scale
Customer Services – Communications	1	8
Customer Services – ICT	1	4
Environmental Services	1	1
Environmental Services	1	2
Environmental Services	1	1
Environmental Services	1	2
Environmental Services	1	2
Housing	1	1
Housing	1	1
Leisure	1	2
Planning	1	1
Planning	1	3
Planning	1	4
Planning ²	2	3
Revenues	1	10
Revenues	1	22
Revenues	3	15
Social Services	1	27
Social Services	1	9
Social Services	1	4
Social Services	1	8
Social Services	1	4
Transport and Infrastructure	1	2
Transport and Infrastructure	1	3
Transport and Infrastructure	1	10
Transport and Infrastructure ³	1	1

Complaints still open beyond timescale					
Service	Stage	Days ¹	Period Received	Comment	Action
Social Services	1	9	Q4	Investigations ongoing	Service monitoring
Social Services	1	1	Q4	Investigations ongoing	Service monitoring

¹ Days: the number of working days that a complaint is beyond the appropriate target date.

² The complaint for planning was eventually withdrawn, though the system wasn't updated to reflect this until after the target date had passed.

³ The complaint was not referred to the correct officer to facilitate a response. When the correct officer was contacted, a response was provided the next day.

Report To: Performance Scrutiny Committee

Date of Meeting: 21 July 2011

Report Author: Democratic Services Manager

Title: Scrutiny Work Programme

1. What is the report about?

The report presents the Performance Scrutiny Committee with its draft forward work programme for members' consideration.

2. What is the reason for making this report?

2.1 For the Committee to review and agree on its programme of future work, nominate representatives to serve on various Boards and Groups, and to update members on relevant issues. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

2.2 The Cabinet forward work programme is attached as appendix 2 for information and the notes of the Performance Scrutiny Committee's informal session on the 30 June 2011 is attached as appendix 3.

3. What are the Recommendations?

That the Committee:

3.1 considers the draft forward work programme and approves, revises or amends it as appropriate;

3.2 nominates a representative to serve on the Council's Business Transformation Programme Board and identifies a second representative willing to serve if required;

3.3 nominates a representative to serve on the Conwy and Denbighshire Collaboration Programme Board from September 2011;

3.4 nominates a member of the Committee to act as 'lead contact' with Children and Family Services;

3.5 nominates a representative to serve on the Capital Strategy/Strategic Funding Group; and

3.6 nominates a representative, and a named substitute, to serve on the Council's Corporate Equalities Group.

4. Report details.

4.1 Committee members are recommended to review the issues listed in the draft forward work programme (appendix 1) for future meetings, taking into consideration:-

- Relevance to the Committee's / Council's / community priorities
- Meeting workload
- Timeliness
- Outcomes
- Key issues and information to be included
- Officers and / or lead Cabinet members who should be invited
- Questions to be put to officers / lead Cabinet members.

4.2 When considering the above members may also find it helpful to bear the following questions in mind when determining a subject's suitability for inclusion on the work programme:

- What is the issue?
- Who are the stakeholders?
- What is being looked at elsewhere?
- What does the Committee need to know? and
- Who may be able to assist?

5. Committee Representation on Boards and Groups

Programme Boards

5.1 Members will be aware that the Council operates a number of strategic programme boards, the aims of which are to effectively transform service delivery within the current financial climate in which public services operate, and plan for future pressures. During the last municipal year the Council's scrutiny committees were asked to nominate representatives to serve on these Boards.

5.2 At its meeting on the 4 July the Scrutiny Chairs and Vice-Chairs Group considered whether scrutiny's representatives on these boards should be reviewed to reflect the Council's new scrutiny structure. The Group was of the view that this would be appropriate and consequently the Committee is asked to nominate a member to serve on **the Business Transformation Programme Board** and to identify a second member who may also be asked to serve on the Board if required.

5.3 The Committee is also requested to nominate a member to serve on the **Conwy and Denbighshire Collaboration Programme Board**.

Service Performance Challenge Groups

- 5.4 The Scrutiny Chairs and Vice-Chairs Group agreed that it would be helpful if all the scrutiny committees adopted the same approach as the Performance Scrutiny Committee in respect of the Service Performance Challenge Groups. Consequently, a representative each from the Communities and Partnerships Scrutiny Committees is being sought to take part in the Challenge Groups' activities.
- 5.5 Councillor June Cahill was the Performance Scrutiny Committee's lead contact with Children and Family Services. Councillor George Green has since replaced Councillor Cahill on the Committee so confirmation of who the Committee wishes to appoint as lead contact with Children and Family Services is requested. The lead contacts are shown in appendix 4.

Capital Strategy / Strategic Funding Group

- 5.5 The Council currently has a Capital Strategy Group comprising of two lead members, a representative from each of the former scrutiny committees, as well as representatives from the authority's senior leadership team. For information a copy of the Group's current terms of reference is attached at appendix 5. The terms of reference is likely to be reviewed in the near future as this Group will probably meet on a monthly basis and will consider, amongst other things, all bids for external funding. The Committee is asked to nominate a representative to serve on the Capital Strategy / Strategic Funding Group.

Corporate Equalities Group

- 5.6 The terms of reference and make-up of the Council's Corporate Equalities Group (CEG) has recently been revised. A copy of the draft revised terms of reference, which will be discussed at the Group's first meeting on 28 July, is attached at appendix 6. The revised draft terms of reference for the CEG stipulates that there should be one representative from each of the Council's scrutiny committees (as well as the Corporate Governance Committee) and that these representatives will "need to understand, and be fully committed to, the values of equality & diversity." The draft terms of reference also states that a nominated substitute, who demonstrates the same level of commitment to the values, should also be appointed from each scrutiny committee. The Scrutiny Chairs and Vice-Chairs Group discussed scrutiny's representation on this Group at its meeting on 4 July and resolved to seek each committee to appoint a representative (and nominated substitute). Members are therefore asked to nominate representatives.

6. How does the decision contribute to the Corporate Priorities?

The maintenance of a coordinated work programme assists the Council in monitoring and reviewing issues, and the Scrutiny Committee's role extends to scrutinising and reviewing the development, implementation and outcomes of the corporate priorities.

7. What will it cost and how will it affect other services?

Services may need to allocate officer time to assist the Committee in the activities identified in the forward work programme.

8. What consultations have been carried out?

Appropriate members and officers are consulted on issues relevant to them that arise from the Committee's forward work programme.

9. What risks are there and is there anything we can do to reduce them?

There are no identifiable risks resulting from reviewing the forward work programme.

10. Power to make the Decision

The Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work.

Contact Officer: Democratic Services Manager
(Tel No. 01824 - 712589 e-mail: dcc_admin@denbighshire.gov.uk)

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
8 September	1	Estyn Inspection Arrangements of Spring 2012 (Co-opted members required)	To scrutinise the preparations and discuss the arrangements for the Inspection.	Clarification through Scrutiny of the Council's position and the arrangements required.	Jackie Walley	June 2011
	2	Evaluation of the impact of the use of the additional resources given to schools in 2010 / 2011 (Co-opted members required)	To evaluate whether the anticipated outcomes from the projects and activities in schools that were awarded additional funding were achieved.	This report follows from the Committee's review in September 2010.	Carly Wilson / Karen Evans	Sept 2010
20 October	1	Monitoring of the Capital Programme	To monitor and make any necessary recommendations on the Capital Programme	Scrutiny monitoring of the Capital Programme	Paul McGrady / Richard Humphreys	June 2011
17 November – special meeting	1	The Council's IT Strategy	To consider the implications on the Council's performance of the IT strategy	Clarification of issues such as the impact on the Council's record management arrangements	Cara Williams	June 2011
1 December	1	Adult Services	To consider key Adult Services in respect of: - Residential Care Home Fees, Market (Care Home Providers), Relationships - Older People's Care –	Identification of performance-related issues	Phil Gilroy	June 2011

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			Residential/Home Care - Learning Disability Services - Annual Report from the Director of Social Services			
	2	Corporate Risk Register	To bring the high level corporate risks for scrutiny.	Part of the risk management monitoring and improvement arrangements.	Alan Smith / Tony Ward	June 2011
	3	Budget Development Process	To scrutinise the process for the development of the 2012 / 2013 budget.	A review of the process	Paul McGrady	June 2011
12 January 2012	1	Children's Services	To review Children's Services high risk areas and performance. To review the work of the Corporate Parenting Group.	Identification of the key issues within Children's Services	Leighton Rees	June 2011
	2	Highways and Infrastructure	To scrutinise the highway improvements and street works programme	Scrutiny of priority services	Stuart Davies	June 2011
23 February	1	Housing Services	To consider performance in respect of: - Welsh Housing Quality Standards - Waiting Lists and Allocations - Tenancy Agreements	Identification of performance-related issues.	Peter McHugh	June 2011
	2	Planning, Regeneration and Regulatory Services	To consider performance in respect of: - Local Development Plan - Disable Facilities Grants - North Wales Hospital	Identification of performance-related issues.	Graham Boase	June 2011

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		(Financial / Reputation Risk) - Appeals (monitoring our performance) - Financial Plan for Rhyl Regeneration (including Financing Rhyl Going Forward)			
5 April					
17 May (provisionally)					

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
External Examinations and Teacher Assessments 2010 – 2011 (Co-opted members required)	To review the performance of schools	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	January 2011

Information/Consultation Reports

Information / Consultation	Item (description / title)	Purpose of report	Author	Date Entered
----------------------------	----------------------------	-------------------	--------	--------------

14/7/2011

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
8 September	25 August	October	6 October	December	17 November

Performance Scrutiny Work Programme.doc

Appendix 2

CABINET: FORWARD WORK PROGRAMME

26 JULY 2011	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Capital Plan 2011-2012	Councillor J Thompson Hill P McGrady
Village Green Applications - land known as "The Park" off Ffordd Elan, Rhyl	Councillor S Frobisher S Cordiner
Proposed Infant and Junior Amalgamation of Ysgol Gwaenynog and Ysgol Heulfre, Denbigh	Councillor E W Williams H Williams / J Walley
People and Places Board Report on Demographic change	Councillor P A Dobb S Ellis
New Work Connections: Training and Education - Procurement of accredited training courses across the project – up to 1620 people could be involved in the training e.g. a one day confidence building course or an NVQ Level 4 course.	Councillor P A Dobb Gwynfor Griffiths / Carina Edwards 708307
Child Protection	Councillor M M Jones S Ellis / Leighton Rees
Phase II Construction of the Foryd Harbour Walking and Cycling Bridge	Councillor S Frobisher / Councillor D A J Thomas S Davies / Bob Humphreys
Selection of Preferred Bidder - N E Wales Regional Food Waste Treatment Project	Councillor S Frobisher S Parker / J Espley
Monitoring Performance Against the Corporate Plan	Councillor H H Evans T Ward
Annual Council Reporting Framework (ACRF) – The Statutory Director of Social Services will be responsible for publishing an annual report setting out her assessment of the effectiveness of social care services and priority areas for improvement in the year ahead	Councillors P A Dobb / M M Jones S Ellis / C O’Gorman
Recommendations from Scrutiny Committees	Scrutiny Officers
6 SEPTEMBER 2011	
Finance Report 2011 -2012 (OR on 27.09.2011)	Councillor J Thompson Hill P McGrady
Treasury Management Update	Councillor J Thompson Hill P McGrady
DCC Annual Report 2010-2011	Councillor H H Evans A Smith / T Ward
Application for an Option to purchase DCC land in Rhyl on Quay Street and Wellington Road for incorporation into the Ocean Plaza Development	Councillor P J Marfleet C Davies / K Bowler
Routine Report on Personnel to include Sickness Management	Councillor P J Marfleet L Atkin / G Humphreys
HR / People Strategy	Councillor P J Marfleet L Atkin
Rhyl Going Forward Delivery Plan	Councillor D A J Thomas T Booty
Regional Commissioning Hub – Outline Business Case	Councillor P A Dobb S Ellis

Recommendations from Scrutiny Committees	Scrutiny Officers
27 SEPTEMBER 2011	
Finance Report 2011 -2012 (OR on 06.09.2011)	Councillor J Thompson Hill P McGrady
Proposed Joint Conwy & Denbighshire Adoption Panel	Councillor M M Jones Julie Moss, Corporate Parenting
Regional Social Services Project	Councillor P A Dobb S Ellis
Regional Support Services Project	Councillor P J Marfleet B E Jones
Regional Education Project	Councillor E W Williams H Williams
Edeyrnion Education Review	Councillor E W Williams H Williams / J Walley
Regional Collaboration Boards	Councillor H H Evans P McGrady
Procurement Review Business Case: Fleet	Councillor J Thompson Hill P McGrady
Recommendations from Scrutiny Committees	Scrutiny Officers
25 OCTOBER 2011	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Capital Plan 2011-2012	Councillor J Thompson Hill P McGrady
Scala Cinema and Arts Centre: Update	Councillor P A Dobb P McGrady
Recommendations from Scrutiny Committees	Scrutiny Officers
22 NOVEMBER 2011	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Community Capital Grants	Councillor D A J Thomas M Dixon / Brian Evans
Recommendations from Scrutiny Committees	Scrutiny Officers
13 DECEMBER 2011	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Destination Management - Tourism Partnership North Wales have offered to work with the Council to undertake an audit of the experience which a visitor gets when they come to the County and this item will provide an opportunity for Cabinet to receive the results of the audit and consider actions which need to be taken to improve the experience	Councillor D A J Thomas G Boase / M Dixon

Recommendations from Scrutiny Committees	Scrutiny Officers

INFORMAL PERFORMANCE SCRUTINY COMMITTEE

Notes of the Informal Performance Scrutiny Committee meeting held in Conference Room 1a, County Hall, Ruthin on Thursday, 30 June 2011 at 9.30 a.m.

PRESENT

Councillors: R.L. Feeley (Chair), M.J. Eckersley, G.C. Evans, I.A. Gunning, C. Hughes, H. Ll. Jones and L.M. Morris

ALSO PRESENT

Corporate Director Business Transformation and Regeneration (BJ), Head of Business Planning and Performance (AS), Head of Internal Audit and Risk Management (IB), Democratic Services Manager (SP), and Committee Administrator (KEJ)

POINTS OF NOTICE

The following points were raised –

(i) Attendance/Membership

The Chair expressed her disappointment regarding the absence of some committee members and highlighted the importance of attendance at such meetings. She had also been made aware of a potential change in membership which might have impacted on today's attendance. As Deputy Group Leader of the Conservative Group, Councillor I.A. Gunning provided assurances that he would address the issue of membership and attendance within that political group.

(ii) Informal Scrutiny Meeting

Members were reminded that this informal meeting had been convened in accordance with the resolution of the Performance Scrutiny Committee held on 19 May 2011 to consider performance issues and the committee's priority areas. Councillor G.C. Evans expressed his concern regarding that resolution as he did not recall the committee agreeing to change the formal status of the meeting. His concerns included that no formal decisions could now be made; no urgent items could be raised; there would be no official minutes, and that the next formal meeting was not scheduled until September. He felt that it would have been more useful to hold both a formal and informal meeting. Those views were also shared by other committee members.

The Democratic Services Manager responded that an interpretation of the discussion and wishes of the Committee at the last meeting had resulted in changing the status of today's meeting. He added that detailed notes of today's proceedings would be taken and circulated with the agenda for the next meeting. The Chair agreed that the change of meeting status should have been made clearer at the last meeting but she also felt it was important to have an informal meeting providing all members with the opportunity to contribute to formulating the committee's work programme and identifying the priority areas.

During the ensuing discussion members –

- welcomed an informal meeting to consider future priorities but felt that it should not be at the expense of a formal meeting
- stressed the importance of ensuring that specific issues requiring formal scrutiny were dealt with within the appropriate setting in view of the increasing number of informal meetings being held across the authority
- indicated there was a perception that officers were running the authority whilst it was councillors who were accountable, and
- highlighted the need to hold officers to account.

The Corporate Director Business Transformation and Regeneration responded that the reasoning behind that perception needed to be articulated and debated. She felt that the recent changes encouraged greater councillor involvement in the scrutiny process and participation in working groups throughout the authority. There was also a need to bring Cabinet to account, not just officers. She added that a formal meeting of the committee could be scheduled before the end of July if necessary.

AGREED that a formal meeting of the committee be convened in July 2011.

1 APOLOGIES

Councillor D.W. Lee

2 MINUTES

The minutes of the Performance Scrutiny Committee meeting held on Thursday 19 May 2011 (previously circulated) were submitted for information.

Matters Arising –

Page 3 – Item No. 6 Business Planning/Performance Management Arrangements – The Chair highlighted that any changes to committee membership would need to be reflected in the allocation of service areas. She also queried the functionality of the Service Challenge Groups and the Corporate Director Business Transformation and Regeneration advised that work was ongoing to ensure the Groups became more focused.

AGREED that the minutes of the meeting held on 19 May 2011 be received.

3 COMMITTEE PRIORITY AREAS

To aid the development and scrutiny of the 14 service plans particular services had been allocated to individual committee members at the last meeting and copies of the relevant position statements for those services had been previously circulated with the agenda.

The Corporate Director Business Transformation and Regeneration (CD:BT&R) led a workshop exercise which provided an opportunity for the committee to consider its future objectives and priority areas. Discussion focused on individual services and

during the course of the meeting members identified the finance, risk and key performance issues relating to each service area as follows –

Adult Services

- Residential Care Home Fees, Market (Care Home Providers), Relationships
- Older People's Care – Residential/Home Care
- Learning Disability Services
- Annual Report from the Director of Social Services

Corporate Issues (Customer Services/Corporate Governance/HR)

- Performance Review Process
- Role of Boards – future review
- Complaints
- IT Strategy
- Customer Services Review
- HR Sickness
- Budget Process (Revenue & Capital), Grants / Financial Management
- Staff Numbers
- Estates Strategy (selling Assets/Agricultural Review)

Children and Family Services

- High Risk Areas – Performance / Corporate Parenting

Environment Services

- Waste collection in rural communities
- Financial Risk Issue – Reliance on Grant Funding
- Heritage Service financial subsidies
- School Meals Service sustainability

At this juncture (11.10 a.m.) the committee adjourned for a refreshment break.

Planning, Regeneration & Regulatory Services

- Local Development Plan implementation progress
- Disabled Facilities Grants – PI Performance
- North Wales Hospital (Financial / Reputation Risk)
- Planning Appeals (monitoring our performance)
- Financial Plan for Rhyl Regeneration (including Financing Rhyl Going Forward)

The Chair also raised concerns regarding advice available to the Licensing Committee. The CD:BT&R advised that work was ongoing to address that issue and suggested that if members were not satisfied with the action taken it could be a matter for future consideration.

Finance and Assets

- Strategic Funding Group (Capital and Grants) progress with its establishment
- Asset Update (in terms of disposals and office accommodation moves)

Education – Modernising Education / School Improvement and Inclusion

- Examination Results and Financial Management of individual schools
- Financial Management
- School Performance (Individual schools and county)
- Governing Bodies (Appointment process and level of training provided)
- Estyn Inspection (arrangements of Spring 2012)
- School Buildings and Maintenance

At this juncture (11.50 a.m.) Councillor L.M. Morris left the meeting.

Highways and Infrastructure

- Road Improvements Programme progress
- Streetworks standards and work with utilities

Housing

- Welsh Housing Quality Standards
- Waiting Lists and Allocations
- Management and Enforcement of Tenancy Agreements
- Grant Loss
- Housing Maintenance Repairs

Leisure, Libraries and Community Development

- Records Management
- Arms Length Companies (Clwyd Leisure Limited, Scala, etc.)

During consideration of future priorities the following matters were also discussed –

- the importance of benchmarking performance against other authorities and measuring performance against previous years data when scrutinising reports
- the value of Ffynnon in scrutinising performance management data together with the role of the Scrutiny Service Lead members in scrutinising that data for their allocated services areas rather than the entire committee
- a member training session on Ffynnon Dashboards having been arranged for 2.30 p.m. on 29 July in Brynhyfryd School, Ruthin
- Councillor I.A. Gunning having advocated a Management Information Bulletin being circulated to members prior to meetings and having expressed his interest in Ffynnon and his willingness to take the lead in that area. Councillor G.C. Evans having already identified a need for additional member involvement in corporate issues and agreed to Councillor Gunning leading on Ffynnon

- the importance of Internal Audit highlighting specific issues identified via audit assignments requiring attention
- reference to scrutiny practice in other local authorities including calling upon witnesses; talking to people at grass roots level and those individuals delivering services, and scrutiny committees producing reports with recommendations following pieces of work.

A number of important issues were also raised which members felt should be referred to the appropriate scrutiny committee for consideration –

Rhyl Going Forward – Communities

Joint Tenancy Arrangements with Housing Associations – Partnerships

Council House Swaps – Partnerships

Potential Library Closure - Communities

AGREED that –

- (a) the items relating to individual service areas as detailed above be identified as the committee's priority areas for future consideration;*
- (b) Councillor I.A. Gunning be the committee's lead member on the Ffynnon performance management system, and*
- (c) members' recommendation on the allocation of topics to other scrutiny committees as detailed above be forwarded to the Chairs and Vice-Chair's Group.*

4 SCRUTINY WORK PROGRAMME

The Democratic Services Manager submitted a report (previously circulated) seeking a review of the committee's forward work programme and taking into account the committee's identified priority areas under the previous item. A final draft forward work programme (Appendix 1) together with Cabinet's forward work programme (Appendix 2) had been attached to the report. Particular attention was required in finalising items for the additional meeting in July as requested by members.

Members considered their identified priority areas alongside the draft forward work programme. Items for the July meeting were agreed upon and it was also agreed that the September and December meetings would include a focus on Education and Adult Services issues respectively. The committee concentrated on allocating agenda items to particular scheduled meetings and identified a number of items for future consideration.

At this juncture (12.35 p.m.) Councillor G.C. Evans left the meeting.

AGREED that –

- (a) additional meetings of the committee be arranged in July and November 2011 [9.30 a.m. on Thursday 21 July in Rhyl agreed];*

- (b) *Councillor I.A. Gunning, Leisure, Libraries and Community Development Service Lead scrutinise the Arms Length Companies (including Clwyd Leisure Limited and Scala) and report back on any issues requiring the committee's attention, and*
- (c) *the committee's work programme and priorities for future consideration be submitted to the committee's next meeting for review and confirmation.*

The meeting concluded at 1.05 p.m.

Performance Scrutiny Committee Lead Contacts

Service:	Cabinet Lead Member(s):	Performance Scrutiny Service Lead(s)
1. Adult & Business Services - Phil Gilroy	Cllr Pauline Dobb	Cllr Bobby Feeley
2. Business Planning & Performance - Alan Smith	Cllr Hugh Evans, Cllr Paul Marfleet, Cllr Morfudd Jones	Cllr David Lee, Cllr Gwilym C Evans
3. Customer Services - Cara Williams	Cllr Hugh Evans, Cllr Paul Marfleet	
4. Corporate Governance - Jane Kennedy (Acting)	Cllr Hugh Evans	
5. Strategic HR - Linda Atkin	Cllr Paul Marfleet	
6. Children & Family Services - Leighton Rees	Cllr Morfudd Jones	
7. Environment Services - Steve Parker	Cllr Sharon Frobisher	Cllr Lucy Morris, Cllr Michael Eckersley
8. Planning, Regeneration & Regulatory Services - Graham Boase	Cllr Sharon Frobisher, Cllr David Thomas, Cllr Pauline Dobb	
9. Finance & Assets - Paul McGrady (Acting)	Cllr Paul Marfleet, Cllr Julian Thompson-Hill	Cllr Huw Jones
10. Highways & Infrastructure - Stuart Davies	Cllr Sharon Frobisher	Cllr Rhys Hughes
11. Housing Services - Peter McHugh	Cllr David Thomas	Cllr Peter Duffy
12. Leisure, Libraries & Community Development - Jamie Groves	Cllr Morfudd Jones, Cllr Pauline Dobb	Cllr Ian Gunning*
13. Modernising Education - Jackie Walley	Cllr Eryl Williams	Cllr Colin Hughes
14. School Improvement & Inclusion - Karen Evans	Cllr Eryl Williams	Cllr Collin Hughes

* Councillor Gunning is also the Committee's lead contact for the Ffynnon performance management system and the Council's Arms Length Companies (including Clwyd Leisure Limited and the Scala)

CAPITAL STRATEGY & ASSET MANAGEMENT GROUP

DRAFT TERMS OF REFERENCE.

1. To review the capital requirements for future years as submitted by Heads of Service and in light of likely future capital funding available, recommend a medium to long term strategy for;

Prioritising schemes for support and
Identifying options for increasing funding available.

2. Ensure bids for resources are in line with;

Statutory requirements,
Council's agreed priorities,
Corporate Asset Management Plan and
Contribute to improved service delivery, sustainability, energy use
reduction

3. Review the results of the on going Asset Challenge process to ensure asset retention is justified and that opportunities for disposal and generation of capital receipts are taken.

4. The group to be strategic in nature meeting as necessary but probably no more than 4 times a year.

5. To review the work of the Capital Monitoring group, set up to review capital spend and project delivery on a monthly basis. Requests for inclusion of 100% funded schemes in the Capital Plan to also be reviewed by the CMG.

Terms of Reference – Corporate Equality Group

Aim

The Corporate Equality Group (CEG) has responsibility for ensuring that the Council demonstrates fairness in its deliver of services and its employment practices. It will work to develop a culture in which all individuals are treated with dignity and respect, and offensive and discriminatory behaviour and harassment are not tolerated. Specifically, the CEG will:

- ⇒ Give strategic direction to equality related activities within the council.
- ⇒ Work to mainstream and embed equality and diversity into all the functions of the council.
- ⇒ Recommend equality objectives and outcomes to the Corporate Executive Team (CET), Senior Leadership Team (SLT), Cabinet and Council.
- ⇒ Drive improvements in delivering equality outcomes through oversight of an annual self-assessment process.
- ⇒ Ensure that the council effectively manages equality and diversity risks in relation to budget and efficiency proposals which may impact on its staff and/or communities.
- ⇒ Ensure that a robust “Fairness Framework” is in place to enable the council to meets its general and specific duties under the Equality Act 2010.
- ⇒ Ensure that there is a consistent approach to working within that framework by all Council services.
- ⇒ Act as a link with SLT to promote effective communication of relevant discussions and proposals from either forum.
- ⇒ To monitor progress against a corporate programme of Equality Impact Assessment.
- ⇒ To monitor Members and staff training and development programmes in relation to equality, diversity and human rights.
- ⇒ Ensure the full engagement and involvement of all staff, Elected Members and service users in equality and diversity issues.

Membership

The CEG will consist of:

- ⇒ Lead Member for Equalities (Chair)
- ⇒ Representative from Performance Scrutiny
- ⇒ Representative from Partnerships Scrutiny
- ⇒ Representative from Communities Scrutiny
- ⇒ Representative from Corporate Governance Committee
- ⇒ 2 representatives from SLT (including Lead Officer for Equalities)
- ⇒ Corporate Improvement Team Manager
- ⇒ Corporate Equality Officer
- ⇒ Other people may be invited to attend from time to time, e.g. representatives from specific council services, or union representatives.

Each member of the CEG will need to understand, and be fully committed to, the values of equality & diversity. CEG members will be expected to act as advocates for equality and diversity in all council-related business. They must also be able and willing to undertake specific equality-related training as required.

Each member of the CEG will nominate a substitute who will attend the meetings when the member is unable to do so. Nominated substitutes must also demonstrate the same commitment to equality and diversity as members of the CEG (as described above).

Meetings

The CEG will meet quarterly.