



To: Members of the Performance  
Scrutiny Committee

Date: Date Not Specified

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 23 FEBRUARY 2012** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams  
Head of Legal and Democratic Services

## **AGENDA**

### **PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING**

#### **1 APOLOGIES**

#### **2 DECLARATION OF INTERESTS**

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

#### **3 URGENT MATTERS AS AGREED BY THE CHAIR**

Notice of items 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.

**4 MINUTES OF THE LAST MEETING** (Pages 1 - 16)

To receive the minutes of the meeting of the Performance Scrutiny Committee held on Thursday, 12<sup>th</sup> January, 2012 (copy enclosed).

**5 ENERGY EFFICIENCY UPDATE** (Pages 17 - 34)

To consider a report (copy to follow) by the Head of Finance and Assets which updates Members on the Council's progress in terms of energy management following the Committee's recent representations to Cabinet

**6 PLANNING, REGENERATION AND REGULATORY SERVICES** (Pages 35 - 46)

To consider a report (copy enclosed) by the Head of Planning, Regeneration and Regulatory Services which summarises the performance of specific areas within the service, and seeks the Committee's observations on performance related issues.

**7 MONITORING PERFORMANCE AGAINST THE CORPORATE PLAN (QPR 3) AND THE PROJECT REGISTER** (Pages 47 - 82)

To consider a report (copy enclosed) by the Corporate Improvement Officer which provides details of the Council's performance in delivering its Corporate Plan and the delivery confidence in respect of the Council's major projects. The report seeks the Committee's observations on the Council's prospects of delivering its Corporate Plan and major projects in line with its original timetable and budget, and if applicable to make recommendations as to how any problems might be addressed.

**8 CORPORATE RISK REGISTER** (Pages 83 - 94)

To consider a report (copy enclosed) by the Corporate Improvement Manager which presents the Council's new Corporate Risk Register and seeks the Committee's observations on the proposed actions to mitigate and manage the identified risks.

**9 HOUSING SERVICES** (Pages 95 - 132)

To consider a report (copy enclosed) by the Head of Housing Services that provides details of the Services' performance in respect of the Welsh Housing Quality Standard, Waiting Lists and Allocations, Tenancy Agreements and Rent Arrears, and seeks the Committee to comment on performance to date, proposed future developments and identify any issues for future scrutiny.

**10 LIBRARY SERVICE STANDARDS: ANNUAL REPORT 2010-11 (Pages 133 - 138)**

To consider a report (copy enclosed) by the Lead Officer: Libraries, Archives and Arts which provides details on the four areas which registered lowest quartile performance in CyMAL's Annual Return on the performance of the Authority's Library Service. The report seeks the Committee's observations on the Council's performance and to determine whether any future scrutiny is necessary.

**11 SCRUTINY WORK PROGRAMME (Pages 139 - 152)**

To consider a report by the Scrutiny Coordinator (copy enclosed) seeking a review of the committee's forward work programme and updating members on relevant issues.

**12 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

To receive any updates from Committee representatives on various Council Boards and Groups

**PART 2 - CONFIDENTIAL ITEMS**

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972 that the Press and Public be excluded from the meeting during consideration of the following item(s) of business because it is likely that exempt information (as defined in Paragraph(s) "[Insert Paragraph Number]" of Part 4 of Schedule 12A of the Act) would be disclosed.

**MEMBERSHIP**

**Councillors**

Peter Duffy  
Michael Eckersley  
Gwilym Evans  
Bobby Feeley  
George Green  
Ian Gunning

Colin Hughes  
Rhys Hughes  
Huw Jones  
David Lee  
Lucy Morris

**COPIES TO:**

All Councillors for information  
Press and Libraries  
Town and Community Councils

### PERFORMANCE SCRUTINY COMMITTEE

Minutes of the Performance Scrutiny Committee held in the Conference Room 1a, County Hall, Ruthin on Thursday, 12<sup>th</sup> January, 2012 at 9.30 a.m.

#### PRESENT

Councillors R.L. Feeley (Chair), G.C. Evans, G.A. Green, C. Hughes, T.R. Hughes, H.L.I. Jones, L.M. Morris and Co-opted Members Mrs G. Greenland and Ms D. Houghton.

Councillors W.L. Cowie, M.L.I. Davies, J. Thompson-Hill and E.W. Williams attended as Observers.

#### ALSO PRESENT

Corporate Director: Business Transformation and Regeneration (BJ), Joint Head of Highways and Infrastructure (SD), Head of Internal Audit Services (IB), Head of School Improvement and Inclusion (KE), Principal Accountant (RW), Corporate Improvement Manager (TW), School Effectiveness Performance Officer: Secondary (JM), Lifelong Learning Finance Manager (CW), Scrutiny Coordinator (RE) and Administrative Officer (CIW).

Members agreed that consideration of Agenda Items 7 and 10 be rescheduled on the business agenda.

#### 1. APOLOGIES

Councillors M.J. Eckersley, I.A. Gunning, D Hannam and Coopted Members Dr D. Marjoram and Mr J. Saxon.

#### 2. DECLARATIONS OF INTEREST

The following interests were identified in business items to be considered at the meeting.

Agenda item 5: Schools in Financial Difficulty – personal interests were declared by Councillors C. Hughes, T.R. Hughes, J. Thompson-Hill and Mrs G. Greenland. The reason for the declarations was that the respective Committee Members were Governors at various schools mentioned in the report.

#### 3. URGENT MATTERS AS AGREED BY THE CHAIR

In accordance with the requirements of Section 100B(4) of the Local Government Act 1972, the Chair declared that she intended to include for discussion the following matter requiring urgent attention under Part II:-

Concerns relating to a school within Denbighshire

## 4 MINUTES

(i) The Minutes of a special meeting of the Performance Scrutiny Committee held on Thursday, 17<sup>th</sup> November, 2011 were submitted.

Matters arising:-

7. Children's Services – The Scrutiny Coordinator explained that the meeting between Cllr. G.A. Green, Cllr. I.A. Gunning and the Head of Children and Family Services had not yet taken place, but that arrangements were in hand for the meeting to take place. The Committee requested that the meeting be arranged as soon as possible.

***RESOLVED – that the Minutes be received and approved as a correct record.***

(ii) The Minutes of a meeting of the Performance Scrutiny Committee held on Thursday, 1<sup>st</sup> December, 2011 were submitted.

Matters arising:-

6. Adult Services – The Chair confirmed that she had made arrangements to meet with the Head of Adult and Business Services to identify areas which may merit further detailed scrutiny in future.

7. Monitoring Performance against the Corporate Plan – (QPR 2) – The Scrutiny Coordinator explained that the full response from the Head of Leisure, Libraries and Community Development in relation to the query on disability sport had been included on page 3 of the Information Notes for the meeting.

***RESOLVED – that the Minutes be received and approved as a correct record.***

## EXCLUSION OF PRESS AND PUBLIC

***RESOLVED – that under Section 100A 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 involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.***

## PART II

### 5. SCHOOLS IN FINANCIAL DIFFICULTIES

A copy of a confidential report by the Education Finance Manager, which detailed the current position of schools identified as being in financial difficulty, their recovery plans, the potential impact on their educational performance and an outline of the procedure for supporting these schools, had been circulated with the papers for the meeting.

The Education Finance Manager referred to Stage 1 monitoring and explained that within the quarterly budget monitoring process all schools reported their projected outturn position for that year based on a forecast spend against budget, this included

any brought forward balances from the previous year. All school overspends were retained as an “overdrawn” balance until they returned to surplus, and schools in surplus retained their surpluses for use in future years. A table included in the report detailed the overall position for all schools as at period 8.

The report detailed the RAG status which identified schools where additional support and intervention may be required. Any school falling into a “Red” category would be monitored through the Schools in Financial Difficulty (SIFD) process. The report also outlined the process for monitoring and supporting schools which were registering an “Amber” or “Green” RAG status.

The Education Finance Manager then provided an outline of the Stage 2 monitoring process. Schools falling into the remit of a SIFD at Stage 1 would be further assessed based on the status of its improvement. Details of the Stage 2 criteria had been included in the report and it was explained that all schools falling within a “Red” category were classed as schools causing concern and would result in intervention from the School Improvement Service based on non-compliance with the requirements of the Scheme for Financing Schools and the School Funding Regulations. Schools falling within the “amber” status would be ones working proactively to address issues and would have already implemented changes, but had not as yet broken even. All schools within the “green” category would be on track to break even and have a formal recovery plan in place. An assurance was given that schools in surplus would not be penalised by having their surpluses diverted to assist those in deficit and an outline of the process adopted to address a deficit situation was provided.

Appendix 1 to the report provided details regarding the status of the eight Denbighshire Schools identified as being in financial difficulty. Currently there were no schools in a “red” category as they were all actively working with the Authority to achieve a balanced budget and address the outstanding deficit.

The Building Capacity in Schools project aimed to enhance the knowledge and skill base across Denbighshire schools thus creating a strong platform for financial management within the clusters. It had been anticipated that the increase in support would enhance schools’ ability to respond to changes in funding a lot quicker and allow them to identify savings more effectively at an operational level.

The Lifelong Learning Finance Manager responded to questions from Members and provided an outline of the current situations at various schools identified as being in financial difficulty. Areas covered by the officer included issues pertaining to managerial and staffing aspects and problems emanating from falling roles within schools. She explained that the scale of difficulties experienced by other Authorities was greater than that in Denbighshire and she felt this demonstrated that Denbighshire had recognised the problem areas and had adopted a robust process to address the situation.

Councillor G.A. Green question the accuracy and detail of the information provided, which he felt contained global figures and did not identify trends at each school which he felt would be more useful to the Committee in undertaking its scrutiny role. The Lifelong Learning Finance Manager explained that the figures provided did not

fully illustrate the work currently being undertaken in schools, and she provided examples of the problems being experienced and measures implemented to address them. She assured members that reductions in deficits were not reported until they had actually been achieved. The Chair explained it would not be within the remit of the Committee to scrutinise each school individually and Members supported the view that the officers had instigated the measures to address the situation and the concerns of elected members. Councillor E.W. Williams supported the view that the officers had undertaken their duties and roles in a professional manner.

During the ensuing discussion the Members agreed that a joint report, by the Head of Internal Audit Services and the Education Finance Manager, be submitted to the Committee in April or May, 2012 detailing the progress made in respect of the schools categorised as being in financial difficulty.

***RESOLVED – that Performance Scrutiny Committee:-***

- (a) receive the report and note the progress of the schools categorised as being in financial difficulty, and*
- (b) agrees that a joint report by the Education Finance Manager and the Head of Internal Audit Services be presented to the Committee in July, 2012 detailing the progress made in respect of the schools categorised as being in financial difficulty.*

**URGENT ITEM – CONCERNS RELATING TO A LOCAL SCHOOL**

The Head of School Improvement and Inclusion provided a detailed summary of a situation which had arisen at a local school. She explained that there was a confidential process being undertaken which she was not at liberty to discuss in any great detail at present. However, confirmation was provided that the Authority was currently taking a proactive stance to address the problems which had arisen.

During the ensuing discussion the Head of School Improvement and Inclusion responded to a number of questions from Members, and it was:-

***RESOLVED – that the Performance Scrutiny Committee note the position.***

**PART I**

**6. EXAMINATIONS RESULTS AT KEY STAGE 4 AND POST 16**

A copy of a report by the School Effectiveness Performance Officer: Secondary, which detailed the performance of Denbighshire's schools in external examinations at Key Stage 4 and Post 16, had been circulated with the papers for the meeting.

A summary of the Denbighshire's performance from 2008 to 2011 at Key Stage 4, Key Stage 3 Statistics and the Benchmarking Tables based on percentage of free School Meals, were circulated at the meeting.

The School Effectiveness Performance Officer: Secondary introduced the report and highlighted the following areas:-



- A significant improvement in the overall performance of pupils at Key Stage 4 across a range of indicators since 2009.
- Denbighshire having achieved a rank position commensurate with the free school meal (FSM) position in 2011.
- The number of pupils achieving the Level 2 Threshold having consistently increased over the last four years.
- 50% of secondary schools now being in the 1st and 2nd quartile.
- A summary of the Level 1 & 2 Thresholds.
- An increased of 8.6% in 2011 of pupils achieving the Level 2 Threshold including English/Welsh and Mathematics indicator.
- The Wider Points Score having increased from 395.9 in 2009 to 449.8 in 2011.
- The value added summary matched to prior attainment in KS2 for both model 1 and model 2a achieved 1st quartile position, and achieved 1st quartile position in KS3 model 1 and 2nd quartile position for model 2b this year.
- An increase in the Capped Wider Points score increased from 299.44 in 2010 to 317.6 in 2011. The rank position having improved from 16 in 2010 to 9 in 2011 which was above the FSM rank and above the Wales average.

Members were informed that all secondary schools in Wales had been banded and that the banding was partly based on the performance of schools. There were a total of five bands. There were no Band 5 (lowest band) schools in Denbighshire and 50% of Denbighshire schools were in Bands 1 and 2.

With respect to Special Schools:-

- At Ysgol Tir Morfa 50% of pupils achieved one or more Entry Level Qualifications and no pupil left full time education without a qualification.
- At Ysgol Plas Brondyffryn 53% of pupils achieved one or more Level 1 qualification and 7% achieved the Level 1 Threshold. 33% of pupils achieved one or more Entry Level Qualifications and no pupil left full time education without a qualification.

In response to a question, the Head of School Improvement and Inclusion confirmed that the qualifications achieved by the pupils at Ysgol Plas Cefndy were monitored closely, but that there was a review on the provision of behavioural support and Pupil Referral Units (PRUs) already planned to take place post the Estyn Inspection.

With respect to the Post 16 results:-

- The percentage of pupils attaining the Level 3 threshold had increased in 2011.
- Level 3 Threshold for students at the Rhyl Sixth had increased from 64% (the combined results for the former high schools' sixth forms) in 2010 to 91% in 2011. Unfortunately, this was below the County average, however these results did not count towards the local authority average
- A to E grade A-level pass rate had remained static in 2011 at 97.7%.

- The proportion of A grades, including the new A\* grade, had increased from 19.8% in 2010 to 24.1% in 2011.
- Students awarded the Welsh Baccalaureate Qualification's Advanced Diploma had increased from 95.7% in 2010 to 97.7% in 2011.
- The average wider points score had increased from 684.3 in 2009 to 688.0 in 2010, but had fallen to 647.9 in 2011. Overall ranking had fallen to 20 which compared unfavourably with the FSM position.

The Head of School Improvement and Inclusion referred to the forthcoming Estyn Inspection and provided an outline of the criteria against which the Authority would be measured in terms of performance. She also provided details relating to the criteria for the banding of schools, the calculations and the variables pertaining to banding being a very complex formula, and the funding arrangements for A level students.

A number of matters and issues were raised in respect of the following:-

- the transient population being a major issue for schools in some areas.
- the need to improve the accuracy of the Key Stage 3 Teacher Assessments and the bench marking of pupils through teacher assessments.
- each pupil having an individual profile to enable the identification of areas of learning difficulty through personal assessments.
- the increased recognition of the Welsh Baccalaureate Qualification's Advanced Diploma from the UK Government and from Ofsted in England.
- the importance of acknowledging the significant role of School Governing Bodies, and the need to ensure the provision of robust training for School Governors to assist them in undertaking their duties.

Councillor G.C. Evans referred to the Estyn Inspection and highlighted the importance of acknowledging the work undertaken and the achievements and improvements attained over recent years. The Head of School Improvement and Inclusion explained that Estyn would be aware of the areas of improvement through the Self Evaluation Report, and would be likely to focus its attention on the Council's plans to sustain the improvements and secure further advancement in future years. Following further discussion, it was:-

***RESOLVED*** – *that the Committee receive the report and notes the performance of schools against previous performance, and the external benchmarks available.*

## **7. FINANCIAL REPORT**

A copy of a report by the Head of Finance and Assets, which provided an update on the progress of the Council's revenue budget and the efficiency savings programme, had been circulated with the papers for the meeting.

The monthly finance monitoring report provided an update on the movements on the year end forecasts for the Council's revenue budget along with a summary of the Capital Plan and the Housing Revenue Account (HRA). The report presented to Cabinet in December, 2011 had been included as Appendix 1.

The report indicated a probable under spend of about £294k on Council services excluding schools for 2011/12. A number of the savings had arisen as services had prepared for savings in 2012/13. During the budget setting process an allowance of 5% for slippage against savings had been made and with all services forecasting underspends, or a balanced position, it was likely the allowance would not be needed and would generate an underspend in itself.

Schools were still forecasting an over spend of circa £446k. One of the key risks to forecasting year end figures was that the Welsh Government (WG) often made one-off grants available to Councils late in the financial year. Since the presentation of the finance report to Cabinet the Council had received notification that an additional £200k would be received for Highways revenue works which would have to be spent in the current financial year.

The external financial environment continued to be highly volatile and had been both a short term risk for investments and a longer term risk for the future financial settlements the Council may receive. Short term risks would be managed through the Council's Treasury Management Strategy and the Corporate Governance Committee, longer term risks were managed through the Medium Term Financial Plan (MTFP).

The Principal Accountant responded to questions from Members regarding the financial pressures relating to the capping of care fees and the Judicial Review of Pembrokeshire County Council's methodology for setting care home fees. The Corporate Improvement Manager confirmed that the risk of significant initial costs in relation to the care homes issue had been included in the Corporate Risk Register.

In response to concerns expressed regarding Prudential Borrowing, and the Council's current total sum of borrowing of £136m at an average rate of 5.73%, it was agreed that a comparison be provided for future budget setting meetings of Denbighshire's borrowing profile compared with other local authorities in Wales. Councillor J. Thompson-Hill confirmed that Denbighshire's borrowing rate compared favourably with other Welsh authorities and that they were comfortable within terms of risk. The Principal Accountant provided details of Denbighshire's borrowing strategy and outlined borrowing costs in relation to the Authority's budget. The Committee was informed that the Revenue Budget and Treasury Report would be presented to Full Council and Members noted the current financial position.

In reply to questions, the Joint Head of Highways and Infrastructure provided an update report in respect of the Rhyl Coastal Defence scheme, which he confirmed was progressing well. The Corporate Director: Business Transformation and Regeneration outlined the need for further negotiations with the WG regarding future phases of the project and regeneration of the area taking into consideration risks pertaining to flooding.

During the ensuing discussion, the Committee accepted the report and requested that information, possibly in the form of a graph or a chart, be included in the most appropriate report to Council in February 2012 on Denbighshire's Prudential Borrowing profile in comparison to other local authorities in Wales. The Committee was of the view that this would reassure Members that the Council was not borrowing beyond its means. It was also agreed by the Committee to defer the item on 'Monitoring of the Capital Plan' from February to April, 2012 when it would also consider the next Revenue Budget report. Whilst acknowledging that neither report would be an end of year report, the Committee agreed with the views of the officers that it would be prudent to have 'position' reports as a means of handing over to the new Council. The Committee:

**RESOLVED – to:-**

- (a) *subject to the above observations to receive and note the contents of the report, and*
- (b) *agree that a Prudential Borrowing profile graph/chart on Denbighshire's borrowing in comparison to other local authorities in Wales be provided to future Council budget setting meetings.*

**8. HIGHWAYS AND INFRASTRUCTURE**

A copy of a report by the Joint Head of Highways and Infrastructure, which detailed the highway improvements and street works programme, including accessibility through adequate provision of dropped kerbs, and provided an update on recent work seeking Members' views on the delivery of one of the Council's priority services and a corporate priority, had been circulated with the papers for the meeting.

The Joint Head of Highways and Infrastructure invited Members attention to Appendix A to the report which outlined the Highways approach to improving accessibility through the provision of dropped kerbs. He also referred to Appendix B which detailed the Highway Capital Works Programme for 2011/2012. Following close consultation with Officers, Members and Town and Community Councils a programme of works totalling almost 200 individual schemes had been drawn up, of which approximately 70% had been completed.

The following issues were raised by Members and responses provided by the officers:-

- In response to a question the Joint Head of Highways and Infrastructure provided details of progress with regard to the contract status of various schemes contained in Appendix B.
- The Committee supported a request that each Member Area Group be provided with the latest reports pertaining to schemes in Appendix B, detailing the progress made in respect of projects located in their respective areas.
- The Joint Head of Highways and Infrastructure outlined the inspection process for new and repair work undertaken by external contractors on highways.

- It was agreed that the Joint Head of Highways and Infrastructure arrange an examination of the quality of the work undertaken by the Jetpatcher in the Graigfechan area.
- Members raised concerns regarding the quality of the work undertaken on Abbey Road, Llangollen and the poor condition of the A5104 near Bodidris Hall, Llandegla. The Joint Head of Highways and Infrastructure explained that work to address the problems on the A5104 had been delayed as the area in question formed part of a designated Site of Special Scientific Interest (SSSI) area. The Joint Head of Highways and Infrastructure agreed to liaise with the Countryside Council for Wales (CCW) and the Council's Legal Department, highlighting possible Health and Safety concerns, and report the outcomes of his enquiries to the Committee.
- It was confirmed by the Joint Head of Highways and Infrastructure that dropped kerbs would be provided in rural areas depending on a criteria based on the level of need and demand. It was confirmed that Councillor D. Hannam had been invited to the meeting for the discussion on this issue as she had originally raised it, but unfortunately she was not able to attend.
- The Committee was informed that any claims for damage caused to the highway by private individuals or companies would be difficult to pursue.
- Details of funding in respect of Sustrans and the Safer Routes in Communities, was outlined by the Joint Head of Highways and Infrastructure.
- In response to concerns raised by the Chair regarding the temporary traffic lights near Gwyddelwern, the Joint Head of Highways and Infrastructure agreed to pursue the issue regarding the lack of progress with the Trunk Road Agency.

Councillor W.L. Cowie expressed his appreciation for the work undertaken by the Authority with respect to the provision of dropped kerbs in St. Asaph. The Corporate Director: Business Transformation and Regeneration explained that the Chief Executive had received positive feedback in relation to the work carried out and the investment undertaken on the highways infrastructure. Following further discussion, it was:-

***RESOLVED – that the Performance Scrutiny Committee agrees that:-***

- (a) the report be received and its contents noted;*
- (b) the Member Area Groups be provided with the latest reports pertaining to schemes in Appendix B, detailing the progress made in respect of projects located in their respective areas;*
- (c) an inspection be undertaken of the work carried out by the Jetpatcher in the Graigfechan area;*
- (d) the Joint Head of Highways and Infrastructure liaise with the Countryside Council for Wales regarding the delays in addressing the poor condition of the A5104 near Bodidris Hall, Llandegla, and*
- (e) the Joint Head of Highways and Infrastructure convey the Committee's concerns to the Trunk Road Agency regarding the lack of progress with the*

*highway improvements and the continuing need for temporary traffic lights near Gwyddelwern.*

***The meeting broke for lunch at 1.00 p.m. and reconvened at 2.00 p.m.***

### **PRESENT**

Councillors R.L. Feeley (Chair), G.C. Evans, G.A. Green, C. Hughes, T.R. Hughes and H.L.I. Jones.

Councillors W.L. Cowie, P.A. Dobb, P.J. Marfleet and J. Thompson-Hill attended as Observers.

### **ALSO PRESENT**

Corporate Director: Business Transformation and Regeneration (BJ), Head of Adult and Business Services (PG), Head of Internal Audit Services (IB), Principal Energy Manager (RJ), Property Manager (CD), Service Manager: Business and Careers (AHJ), Scrutiny Coordinator (RE) and Administrative Officer (CIW).

### **APOLOGIES**

Councillor M.J. Eckersley, I.A. Gunning and L.M. Morris.

## **9. ENERGY EFFICIENCY**

A copy of a report by the Head of Finance and Assets, which presented an overview of the Council's progress in becoming more energy efficient, had been circulated with the papers for the meeting. A copy of the Denbighshire's Internal Audit Services, Carbon Reduction Commitment (Phase 2) report had been circulated with the Information Update for the meeting.

The Committee had invited the Lead Member for Modernising the Council to the meeting for the discussion on this report. The Lead Member outlined the challenges facing the Authority, and the three main reasons for the need to examine and reduce energy consumption which included the financial implications relating to increasing energy costs, a moral duty to look at reducing energy consumption and the Authority's commitment to carbon reduction. He referred to the three ways of reducing energy consumption which included improved management of energy usage, educating all staff on energy usage and a reduction, through the accommodation review, in the number of buildings using energy.

The Lead Member summarised the report which provided an update on the Council's progress in becoming more energy efficient, information on the accuracy of utility billing and carbon reporting and sought the Committee's views on the measures taken and being developed to improve performance in energy efficiency and consequently mitigate the risks of additional financial costs to the Council.

The Property Manager outlined the following key areas of the report for Members of the Committee:-

- the Council's energy consumption and costs in 2010/11.
- development of a Carbon Trading Scheme by the Government, which had since been converted into a tax scheme which penalised authorities rather than reward them
- Appendix 1 which incorporated a graph indicating 2 years' energy consumption and a comparison between Denbighshire and other Welsh authorities with respect to Performance Indicator (PI) EEF/002.
- Appendix 2 detailing the improvements in meter readings during the first 6 months of 2011 and the installation of Smart Meters.
- the Senior Leadership Team (SLT) had made a commitment to ensuring that accurate meter reading data was available, which included an agreed protocol introduced at the beginning of 2011.
- the majority of sites having benefited from the installation of energy saving measures with some having been advised on good housekeeping practices; and
- problems encountered by Denbighshire's gas supplier with regard to its computer billing software.

The report provided an outline of the following Energy Saving Projects:-

- the undertaking of a significant number of energy saving projects using both Council funds and interest free loans from Salix. Appendix 3 provided a sample of projects undertaken during 2010/11 and their impact on energy usage for the first 6 months of this year. Appendix 4 included a sample of projects undertaken during 2011/12 and their likely impact on energy costs. Further projects were being developed and delivered.
- a detailed review of possible major renewable energy schemes had been undertaken during 2011. The review had discounted large scale energy farms as not cost effective given the likely changes to government subsidies. However, it had recommended medium scale, site specific investment at 4 large secondary schools which would use a mixture of technologies.
- details of work undertaken at Rhyl Leisure Centre with a major energy supplier to look at introducing a renewable energy heating system, whilst details of another possible solution currently being explored to achieve a more efficient energy usage rate in respect of the underground car park in Rhyl were outlined.

The report also provided an outline of the following pressures experienced by the Department:-

- despite the adoption of a Carbon Reduction Strategy in 2008 setting a target for a reduction in energy usage of 3% per year no additional resources, and a very limited budget for energy saving projects, had been allocated.
- a departmental restructure in 2010 to place a bigger emphasis on energy efficiency and the development of the dedicated team.

In reply to concerns expressed by Councillor G.A. Green regarding the reduction in the Assurance Rating in the recent Internal Audit reports from 4 to 3, the lack of information presented in the meter reading charts which contained percentage

details only and timescales for implementing actions to mitigate risks not having been identified, the Head of Internal Audit Services outlined the reporting criteria in respect of Assurance Ratings and stressed that both reports did not measure like for like. He did stress that the most recent report provided a more accurate assessment of Internal Audit's opinion. The Principal Energy Manager confirmed that further detailed information could be provided in respect of meter reading returns and their accuracy, and he also provided details pertaining to the penalty charge criteria.

The Corporate Director: Business Transformation and Regeneration confirmed that the SLT had directed Heads of Service to address any problems relating to the submission of meter readings and any problems regarding this issue should be reported back to the SLT. The Lead Member stressed the importance and need for Heads of Service to adhere to management policies and it was confirmed that the concerns expressed by the Committee regarding the submission of meter readings would be conveyed to the SLT and the appropriate action taken.

The Property Manager referred to the management and investment aspects regarding the implementation of energy efficiency saving measures and reference was made by the Corporate Director to corporate responsibility and cost benefits to service providers.

In response to the concerns highlighted by the Committee, Members felt that at this late stage in the Council's term of office there would be no real benefit in establishing a task and finish group to examine this issue and that it may be more beneficial for a report to be submitted to Cabinet highlighting the Committee's concerns about the Council's performance in meeting the Performance Indicator with respect to the percentage change in carbon dioxide emissions in the non-domestic building stock, and the Authority's overall progress in becoming more energy efficient and meeting statutory requirements to avoid financial penalties. They also felt that officers should be instructed to raise the profile of energy efficiency across the Authority and that where agreed protocols exist and reasonable support had been provided to enable services to adhere to those protocols, implement the relevant enforcement procedures to address repeated non-compliance.

*During the ensuing discussion it was agreed that the Committee receive a progress report from the Lead Member and relevant officers at its February 2012 meeting, and that the recently appointed Sustainable Assets Project Manager be invited to attend the meeting.*

**RESOLVED** – *that the Performance Scrutiny Committee:-*

- (a) receives the report;*
- (b) requests that officers be instructed to raise the profile of energy efficiency across the Authority and that where agreed protocols exist and reasonable support had been provided to enable services to adhere to those protocols, implement the relevant enforcement procedures to address repeated non-compliance.*
- (c) receives a progress report from the Lead Member and relevant officers at its February 2012 meeting, and*



*(ch) invites the recently appointed Sustainable Assets Project Manager to attend the February 2012 meeting.*

## **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** – *that under Section 100A 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 14 of Part 4 of Schedule 12A of the Local Government Act 1972.*

## **PART II**

### **10. CARE HOMES FEES**

A copy of a confidential report by the Head of Adult and Business Services, which outlined a revised methodology for setting a fair rate for care home fees in collaboration with Wrexham and Flintshire Councils, in line with the Welsh Government's guidance on commissioning adult social care services, had been circulated with the papers for the meeting.

The Head of Adult and Business Services provided a detailed summary of the report and highlighted the following key areas and issues relating to:-

- Commissioning Guidance.
- Existing Arrangements.
- Judicial Review of Pembrokeshire County Council.
- Proposed Methodology for Denbighshire.
- Hotel and Management Costs.
- Other Costs; and
- Regional Work.

The Head of Adult and Business Services explained that following the judicial review Pembrokeshire County Council had been required to re-evaluate the sum it paid to care homes due to the Judicial Review determining that the decision making process it had applied had been unlawful. The outcome had resulted in Pembrokeshire recalculating their fees based on a more robust methodology to address the issues raised. The Committee was informed that failure by Denbighshire to develop a revised methodology for setting a fair rate, which ensured compliance with statutory guidance, could result in it being subject to judicial review. He explained that he felt the methodology being proposed would comply with the commissioning guidance, however, he outlined the risk elements involved.

In response to a question from Members, the Head of Adult and Business Services provided details of the financial implications, and possible additional costs, to Denbighshire as a result of a second judicial review against Pembrokeshire County Council.

During the ensuing discussion the Committee agreed that the contents of the report be noted, and that the Lead Member be requested to monitor the situation and report the financial details to the Committee when available.

**RESOLVED** – that the Performance Scrutiny Committee:-

- (a) receive and note the contents of the report; and
- (b) requests the Lead Member to monitor the situation, and report the financial details of the additional costs to the Committee when available.

## **PART I**

### **11. SCRUTINY WORK PROGRAMME**

A copy of a report by the Scrutiny Coordinator, which requested the Committee to review and agree its Forward Work Programme and provided an update on relevant issues, had been circulated with the papers for the meeting.

The Committee supported a suggestion by the Chair that in view of the workload of the Committee regular corporate reports received quarterly be submitted on a six monthly basis. The Scrutiny Coordinator explained that the Scrutiny Review Board had noted the number of corporate reports being submitted to the Committee. She referred to the decision taken to receive the 'Your Voice' complaints report on a six month basis, with an information report on a quarterly basis as included in the Information Update for the current meeting, and suggested that this approach may provide a solution in respect of other corporate reports. It was confirmed that exceptions reporting on performance project issues could be considered but not in respect of the Monitoring of the Corporate Plan. The Corporate Director: Business Transformation and Regeneration highlighted the importance of Scrutiny Committees' role in scrutinising the total performance and financial wellbeing of the Authority and emphasised the need for the Committee to receive Finance Reports on a regular basis.

Members agreed that the issue pertaining to Energy Efficiency be referred to SLT with a report also being submitted to Cabinet in January, 2012. The Committee also agreed that for the purpose of the update requested on Energy Efficiency for the next meeting on 23 February that it be incorporated into the Quarterly Performance Monitoring Report on the Corporate Plan.

The Scrutiny Coordinator provided a summary of the report and following matters and issues were raised:-

Members agreed that the next meeting on 23 February be scheduled as an all day meeting.

The Scrutiny Coordinator confirmed that a template created to enable Committee representatives to report back to the Committee on discussions and decisions at various group/board meetings they attend on behalf of the Committee had been circulated to all members. The Scrutiny Chairs and Vice-Chairs Group had agreed that an additional standing item would be included on future agendas to enable Members to provide verbal feedback from meetings.

The Scrutiny Coordinator explained that the final business case for the Regional School Effectiveness and Inclusion Service would be considered by Scrutiny prior to

being submitted to Cabinet in February, 2012. Members agreed that this was a Partnerships issue, however, it was agreed that a special meeting of the Performance Scrutiny Committee could be convened if required.

The Committee considered its draft work programme for future meetings, as detailed in Appendix 1, and the following amendments and additions were agreed:-

23<sup>rd</sup> February, 2012:-

- Energy Efficiency be incorporated into Monitoring Performance Against the Corporate Plan (QPR3) and Project Register report.
- Monitoring of the Capital Programme be included in the April, 2012 meeting.
- Members were informed that the Planning, Regeneration and Regulatory Services item would be included as the first business item on the agenda of February's meeting.
- Schools in Financial Difficulty to be included in the work programme for July, 2012:

The Committee:

**RESOLVED** – that,

- (a) *subject to the above amendments to approve the Future Work Programme as set out in Appendix 1 to the report; and*
- (b) *a report be submitted to Cabinet at its January meeting highlighting the Committee's concerns in relation to the Council's performance in meeting the Performance Indicator with respect to the percentage change in carbon dioxide emissions in the non-domestic building stock, and the Authority's overall progress in becoming more energy efficient and meeting statutory requirements to avoid financial penalties.*

Meeting ended at 3.30 p.m.

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<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>23<sup>rd</sup> February 2012</b>
<b>Lead Member/Officer:</b>	<b>Lead Member for Modernising the Council/ Head of Finance &amp; q Assets</b>
<b>Report Authors:</b>	<b>Head of Finance &amp; Assets</b>
<b>Title:</b>	<b>Energy Efficiency Update</b>

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## **1 What is the report about?**

1.1 The report is being presented to:

- give an overview of the Council's progress in becoming more energy efficient;
- appraise Performance Scrutiny Committee of ongoing and proposed areas of work to further reduce the Council's energy consumption and carbon production.

## **2 What is the reason for making this report?**

2.1 A report to Cabinet on 24<sup>th</sup> January 2012 highlighted the concerns of Performance Scrutiny Committee regarding the Councils' performance in meeting targets contained within the Corporate Plan (EEF002) and progress overall in respect of improved energy efficiency.

## **3. What are the Recommendations?**

3.1 That Performance Scrutiny Committee note the progress made on improving the Council's energy efficiency.

3.2 That Performance Scrutiny Committee note and comment on the range of measures to be developed (subject to approval) for improving the Council's performance in energy efficiency and carbon reduction.

## **4. Report Details:**

4.1 Regular meter readings are essential for effective energy management. At the outset of 2010/11 the Council was only receiving accurate meter readings from approximately 30% of its sites. By January 2012, this figure had increased to over 80%. Progress on meter readings between the months of April 2011 – January 2012 is indicated in Appendix 1.

4.2 The increase in meter readings is encouraging, particularly as the sites being regularly monitored represent in excess of 98% of the Council's expenditure on energy. However, inconsistencies still remain and a previously agreed protocol for imposing financial penalties on poorly performing services has not been implemented, mainly due to lack of resources to administer a protocol based on monitoring performance and enforcing sanctions. It is also questionable, based on the significance of the data not being regularly collected, whether such a system represents a reasonable cost/benefit return.

Details of site monitoring returns, categorised into Service Area, are included in Appendix 2

- 4.3 While the current target of 100% monitoring should remain, this needs to be balanced with a more pragmatic approach. Identifying sites in order of energy use and prioritising monitoring needs would focus the limited resources available both within the Energy Management Team and building users. The protocol on sanctions is proving unmanageable and it is proposed that this is replaced with the introduction of Automatic Meter Reading devices (AMR's) at sites where manual readings are not regularly forthcoming and based on an assessment of significance in terms of consumption. It should be noted that the introduction of an AMR will attract a £200.00 per annum increase per site in standing charges which will need to be met by the building user.
- 4.2 In terms of the Council's energy usage, the latest consumption figures (April 2011 – December 2011) indicate a reduction of 13% in electricity consumption and 24% in gas consumption over the same period last year. Figures are included in Appendix 3. This clearly translates into a saving for the Council as its energy bill will reduce as will its liability for Carbon Tax payments.
- 4.3 These savings have largely been achieved through improved housekeeping procedures and improvements to building fabric, services and controls. Physical works are funded through a combination of Capital Allocations and bids to Salix Finance Ltd (this funding is awarded based on invest to save – the savings being utilised to reimburse the initial capital outlay, but thereafter benefiting the Council).
- 4.4 Capital works (DCC & Salix funded) are usually undertaken where efficiency payback can be realised within a 5 year period. A list of proposed works (subject to available funding and excluding the Salix bid [which is currently being developed]) is included at Appendix 4 together with anticipated annual savings. The Council does not currently use any of the savings realised to reinvest in further energy efficiency works.
- 4.5 Renewable energy schemes have been investigated but high capital outlay, exacerbated by cuts in Feed In Tariffs, have extended the payback period of such schemes to 10 years plus. The Council does not currently have the capital funding required to undertake such schemes. It is likely that as technology costs reduce and energy costs rise, there will come a time when these schemes will become more cost effective.
- 4.6 Notwithstanding the above barriers, the Council has entered into an agreement with E.ON Energy Solutions for the provision of a biomass boiler at Rhyl Leisure Centre. E.ON will be responsible for installation and maintenance costs of the required plant, with the Council agreeing to purchase the energy produced. It is expected that this will realise an annual saving in the region of £5,000.00. Should this project realise its potential, additional schemes will be considered. The Council has also entered into preliminary discussions with Quiterevolutions, a vertical axis wind turbine manufacturer, investigating the potential for external investment which could have positive implications for renewable energy production and use at selected sites throughout the County.
- 4.7 The Energy Management Team are working closely with the Carbon Trust to bring forward training programmes for building users – initially Leisure Centre Managers and hopefully extending to school caretakers. This training is focused on good housekeeping arrangements. The Carbon Trust has also agreed to undertake free energy audits of high consumption buildings owned by the Council during 2012.

4.8 The Carbon Trust has recently issued the initial findings of a Local Government Carbon Management Review. Examples of performance were given for Wet Leisure Centres throughout Wales in terms of production of kgCO<sub>2</sub>/m<sup>2</sup> – included at Appendix 5. It can be seen that three out of four of the Council's buildings are well within the top quartile for performance. While it is recognised that this is not representative of all building types, wet leisure centres are a priority area for improvement both within the Council and throughout Wales (being high energy consumers) and this is an indication of the impact completed projects are having on reducing the Council's carbon production. The fourth wet leisure centre (Corwen) does not appear on the list. However, figures indicate that it would currently be in the lower quartile. This is reflective of the fact that improvement works have only recently been completed (improved lighting controls and an energy saving pool cover) and it is expected that performance will improve over the next 12 months. The introduction of improved housekeeping procedures at Llangollen Royal International Pavilion has also been recognised as an exemplary demonstration project at the Carbon Trust Annual Conference in Cardiff, realising in excess of £6,000.00 reduction in energy costs compared to previous years.

4.9 Additional staff members have been/are being recruited to assist with energy management and reduction and to provide backfill for a staff member on long term sick leave. Staff training is programmed for February 2012 which will provide the Council with an "in-house" Eco Schools assessor. A programme of assessments and improvements will then be implemented during 2012.

4.10 Following the Cabinet Report of 24<sup>th</sup> January 2012, the Energy Management Team presented a range of proposals to Senior Leadership Team (SLT) and will be reporting regularly regarding progress. Proposals presented to SLT were to:

Improve the profile of the Energy Management Team and promote the services it can provide, together with schemes completed and savings realised, through implementation of DCC's Intranet and Headlines;

Instigate a programme of review and improvement in housekeeping practice with a view to more efficient use of buildings;

Improve corporate awareness by attending and addressing manager forums (School Cluster Group Meetings, Building User Groups etc.);

Identify poorly performing sites and take active intervention;

Instigate a proactive training programme for building users in efficient energy control;

Implement a scheme which recycles savings made, based on energy usage, for reinvestment in further energy efficiency schemes, irrespective of funding source;

Investigate and promote potential for renewable energy schemes based on:

- Potential to attract outside investment, minimising the Council's capital outlay but generating clear long term benefits (cheaper energy, land rental etc.);
- Integration into large scale maintenance works (boiler replacement etc.) and/or new build/extension/refurbishment schemes where initial outlay can

be incorporated into the overall scheme and clear benefits can be realised within the project lifecycle;

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

5.1 The Council has set itself a target to reduce carbon emissions by 3% a year until 2020. The work in progress will help it meet that target.

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

6.1 By being more Energy Efficient the Council will make monetary savings by spending less on utilities allowing funds to be released for other priority areas.

6.2 Costs and benefits realised are dependent on capital resources available.

**7. What consultations have been carried out?**

7.1 SLT has been consulted regarding improvements to energy management. Any proposed changes to existing protocols or policies will be subject to full consultation in line with current DCC practice.

**8. Power to take a decision**

Article 6 of the Council's Constitution

**Contact Officer:**

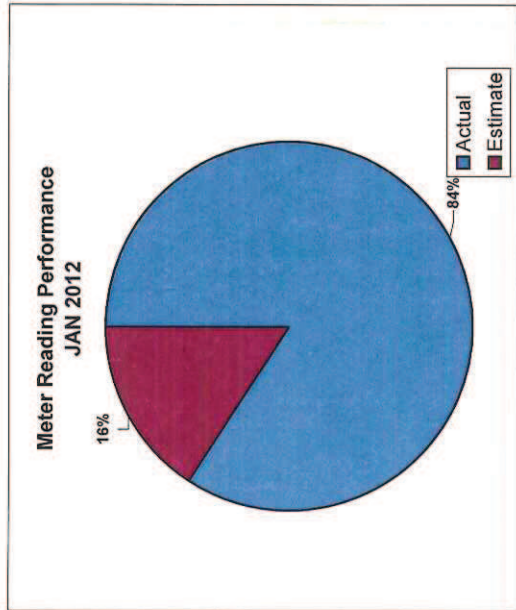
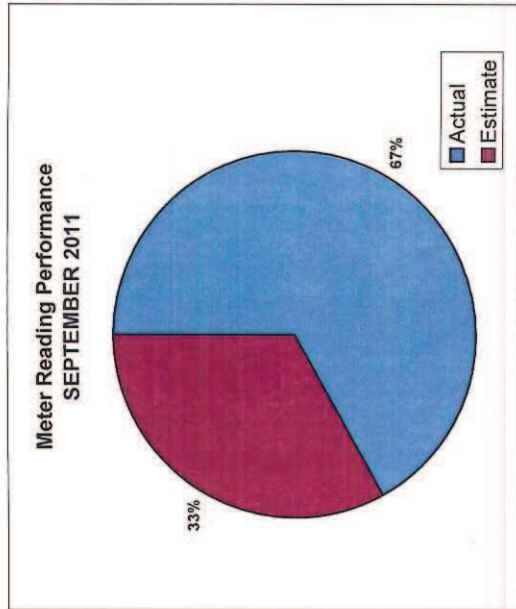
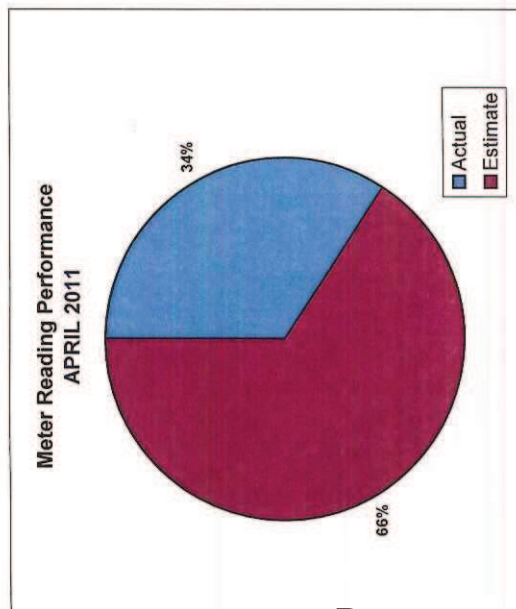
Strategic Assets Team Manager

Tel: 01824 706969



**Meter reading performance 2011 / 2012**

**Appendix 1**



**DENBIGHSHIRE M REGISTER 2011/2012**

**Social Services**

Phil Gilroy

CODE	PROPERTY NAME	V	F	R1	R2	MONTH																
						JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC					
1 S21 210	AWELON																					
2 S21 211	CYSGOD Y GAER																					
3 S21 212	DOLWEN																					
4 S22 221	HAFAN DEG																					
5 S34 340	A8 PINFOLD WORKSHOPS																					
6 S43 432	23 WESTBOURNE AVENUE,																					
7 S46 305	MEIFOD WOOD PRODUCTS (S79 249)																					
8 S46 307	ABERWHEELER NURSERY																					
9 S54 810	21 MAES Y FELIN																					
10 S56 706	COMMUNITY LIVING PROJECT																					
11 S68 013	TREM Y DYFFRYN unit B1																					
12 S78 600	TREM Y DYFFRYN unit B5																					
13 S68 013	TREM Y DYFFRYN unit B7																					
14 S89 701	CEFNDY Health Care																					
15 S93 016	19 BEDFORD STREET																					

15

5 10 8 13

**Highways and Infrastructure**

Stuart Davies

CODE	PROPERTY NAME	V	F	R1	R2	MONTH																
						JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC					
1 D28 003	BODELWYDDAN DEPOT FLEET WORKSHOP																					
2 D25 005	BOTANICAL GARDENS Depot																					
3 D25 007	MESS ROOM Prestatyn																					
4 T13 002	BARKERS WELL LANE CAR PARK																					
5 T13 003	UNDERGROUND CAR PARK																					
6 T15 030	GLASDIR																					

















C - Reading received by card/e-mail  
 T - reading received by telephone

	176000	- consumption from unread meters (based on estimated bills)	1.85%
Kw/h	9510156	- consumption from read meters	98.15%
Kw/h	9686156.00		100%

The actual reads cover 98% of our consumption  
 (Figures represent annual consumption)

**Appendix 3**  
**Energy Savings, comparing 2010 /2011/ to 2011 / 2012**

<b>Gas</b>		Reduction kwh
2010 -2011		
Total gas April to Dec	18204160 kwh	
2011 - 2012 April to Dec	13826662 kwh	4377498
<b>percentage saving</b>	<b>24.05 %</b>	

<b>Electric</b>		Reduction kwh
2010 -2011		
Total electric April to Dec	5518939.67 kwh	
2011. 2012 April to Dec	4803899 kwh	715040.6667
<b>percentage saving</b>	<b>12.96 %</b>	

**Appendix 4**

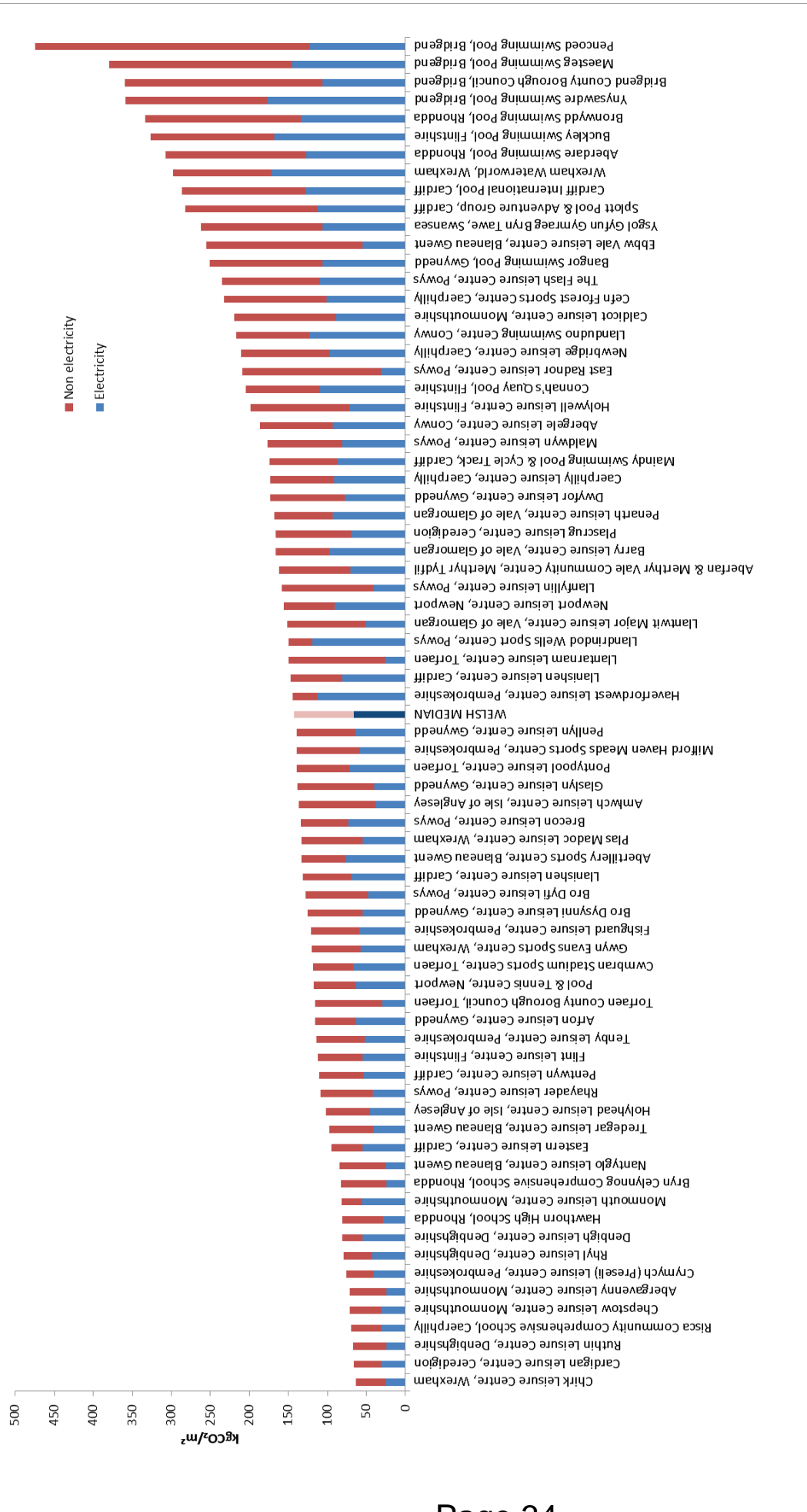
Customer Site Reference	Site Address1	Insulation £k	Heating controls upgrade £k	Gas conversion	Lighting upgrade, LED / controls £k
	<b>None schools</b>				
E66 359	YOUTH CENTRE RUTHIN	5	-	-	-
S21 211	CYSGOD Y GAER	-	15	-	-
T08 025	CALEDFRYN	-	-	-	5
T9B 049	County Hall	-	-	-	25
S01	Cefndy enterprises	-	-	-	-
	<b>Total</b>	5	15	0	30

Customer Site Reference	Site Address1	Insulation £k	Heating controls upgrade £k	Gas conversion	Lighting upgrade, LED / controls £k
	<b>Schools</b>				
	Potential Energy Eff Projects 2012 .2013				
E22 176	YSGOL HIRADDUG	10	0	-	-
E22 247	YSGOL Bro Famau C P SCHOOL	5	5	-	-
E22 365	CHRISTCHURCH C P SCHOOL	5	5	15	-
E22 373	BORTHYN	5	5	-	-
E22 390	ST ASAPH INFANTS	-	-	10	-
E22	Penmorfa Prestatyn	-	-	15	-
E23 513	DENBIGH HIGH SCHOOL	10	-	-	20
E23 549	Brynhafydd	-	8	-	5
	<b>Total</b>	35	13	40	25

Highways & Infrastructure	No's	Anticipated cost (£K)	Anticipated saving p/a (£K)	Anticipated payback (yrs)
Street lighting scheme (replacement bulbs - energy efficient & long life)		650	250	30
				8.3

Pool cover £k	Power Perfector £k	Water saving devices	Total cost £k	Cost saving £k	Simple payback	Potential CO2 saving /pa. tonnes
-	-	-	5	2	2.50	3
-	-	-	15	11	1.36	15
-	-	-	5	2.5	2.00	5
-	-	-	25	5	5.00	2
-	20	-	20	6	3.33	30
0	20	0	70	26.5	-	55

Pool cover £k	Power Perfector £k	Water saving devices	Total cost £k	Cost saving £k	Simple payback	Potential CO2 saving /pa. tonnes
-	-	-	10	4	2.5	34
-	-	-	5	2	2.5	5
-	-	-	25	10	2.5	5
-	-	-	5	2	2.5	1
-	-	-	10	2.5	4	3
-	-	-	15	3.5	4.29	1
-	-	-	30	8	3.75	25
-	-	-	13	3	4.33	20
0	0	0	113	35	-	94



<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>23 February 2012</b>
<b>Lead Officer:</b>	<b>Head of Planning, Regeneration and Regulatory Services</b>
<b>Report Author:</b>	<b>Business and Performance Manager</b>
<b>Title:</b>	<b>Performance of Planning, Regeneration and Regulatory Services</b>

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## **1. What is the report about?**

The report summarises the performance of specific parts of the Service, which Members of Performance Scrutiny Committee have previously identified.

## **2. What is the reason for making this report?**

To provide information regarding the performance of the specific parts of the service, so that Members can scrutinise these areas.

## **3. What are the Recommendations?**

Members consider the report and comment on any performance related issues.

## **4. Report details**

Planning, Regeneration and Regulatory Service delivers a diverse range of front line services but this report only focuses on the “topics” which Members have identified and which are listed on the forward work programme. All these topics are featured in our Joint Service Plan 2011/12, some have a strategic performance indicator measuring how we are performing and others are actions or projects delivering our outcomes.

The Joint Service Plan 2011/12 contains eight outcomes (jointly with Conwy CBC as part of the collaboration project), which are

1. Safer Communities
2. An Environment that minimises the harm caused to people
3. Improved Customer Service
4. People will live in appropriate housing that is safe, affordable, accessible and fit for purpose
5. A business environment in which people have confidence
6. A safe, quality food chain minimising the risk to human and animal health
7. Regenerated business areas and communities
8. The development and use of land and buildings meets the needs of our communities

This report is not intended to highlight all areas of performance within the Joint Service Plan, because this is already scrutinised as part of the bi-annual Service Challenge process. This report will only focus on the specific topics which Members have requested.

#### 4.1 LOCAL DEVELOPMENT PLAN - UPDATE

The 'Examination in Public' stage of the Local Development Plan (LDP) is now completed. This is the final stage in the preparation of the LDP and focuses on hearing sessions exploring the soundness of the plan. The hearing sessions started on 10<sup>th</sup> January 2012 and ran until early February, and took the form of round-table discussions led by an independent Planning Inspector. Only those invited by the Inspector to speak were allowed to do so but all sessions were open for the public to attend as observers. The Examination in Public culminates in the publication of the Inspector's report of recommendations, which is binding on the Council. It is anticipated this will be received by August 2012. Following this, the LDP can proceed to adoption for use in determining planning applications.

Two Planning Inspectors have been appointed to examine the Denbighshire's LDP and a Programme Officer, based in Caledfryn, Denbigh, is assisting with the running of the 'Examination in Public'.

One of the main issues of discussion has been the Council's justification for why its housing growth figures up to 2021 are below Welsh Government's projected housing needs figures. The Council has established an LDP Steering Group to monitor progress with the LDP.

#### 4.2 DISABILITY FACILITIES GRANTS

Disability Facilities Grants (DFGs) are issued by every local authority, under the Housing Grants, Construction and Regeneration Act 1996, to help towards the cost of providing adaptations and facilities to give disabled people better freedom of movement into and around their home and to access essential facilities within it.

Over the past five years Denbighshire has spent over £6.6 million on delivering DFGs. A breakdown of the expenditure can be found in the below table:

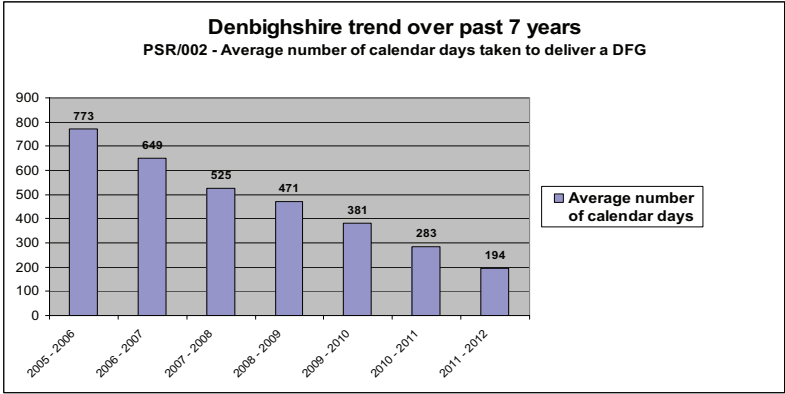
2007 / 2008	£1,140,595.61
2008 / 2009	£1,407,344.61
2009 / 2010	£1,478,211.18
2010 / 2011	£1,462,825.33
2011 / 2012 *	£1,197,060.87
<b>TOTAL</b>	<b>£6,686,037.60</b>

*\* 1<sup>st</sup> April 2011 to 31<sup>st</sup> January 2012*



There is a national strategic indicator (PSR/002) measuring how local authorities are performing in utilising these mandatory DFGs. The indicator provides an accurate representation of how long the process takes from the client’s perspective, from the first point of contact with the authority to when the ‘Certificate of Satisfactory Completion’ is issued.

Denbighshire has improved significantly against this national strategic indicator and our performance over the past seven years can be seen in the graph:



Note: 2011/2012 data relates to April to December 2011

We also compare well against other authorities in Wales. In 2010/11 we were the fourth best performing authority in Wales against this indicator. When the Council identified this performance indicator in the ‘2012 indicator set’ the Head of Service diverted resources to this area of work. A Building Control Officer was seconded to the Housing Renewal team to focus on the delivery of DFGs. This action, as well as streamlining the processes, had a positive impact on performance in Denbighshire.

Our performance in 2011/12 is currently at 194 days (April to December 2011) against a target of 235 days. We are confident of being in the top two quartiles in Wales in 2011/12 against this indicator. A potential risk is that other authorities may give this area of work a higher priority therefore reducing the Welsh median. Another potential risk for the future is that if capital allocation is reduced by the Council this will reduce our ability to deliver the DFGs and our performance against this indicator.

**4.3 NORTH WALES HOSPITAL - UPDATE**

An update on the North Wales Hospital site is provided below:

**4.3.1 Urgent Works Notice**

An Urgent Works Notice was served on 6th June 2011. As there was no response within the 2 week deadline we sent our contractor on site. The work to the most important part of the main building includes the removal of all timber to prevent uncontrolled collapse, the erection of a steel roof structure and a temporary roof covering. The anticipated completion date is now the end of March 2012 which is

longer than anticipated due to problems associated with the structural fragility of the building, recent stormy weather and the removal of asbestos.

#### **4.3.2 Section 55 Notices**

Section 55 Notices are demands for payment served on the owner for the cost of the Urgent Works. To date we have served two Section 55 Notices amounting to a total sum of approximately £250k. If we receive no payment from the owner we intend applying to the courts for the debt to be transferred as a charge on the property. The projected final cost of the Urgent Works including the demolition of a dangerous building is £850k.

#### **4.3.3 Dangerous Structures Notices**

It has become apparent that despite the contractor being on site there was still a significant amount of unauthorised access into other parts of the building. We therefore issued a Dangerous Structures Notice. When no action was taken we arranged for key entry points to be boarded up and for warning signs to be erected around the site. We intend invoicing the owner for this work and if not paid we will place a charge on the property.

One part of the main building is causing us concern. It is in such a precarious condition that there is no option but to demolish it. We intend serving another Dangerous Structures Notice and if no action is taken then we will arrange for it to be demolished.

#### **4.3.4 Repairs Notice**

A Repairs Notice is being considered. Such a notice would only be served if a Single Purpose Vehicle has been created (see 4.3.5 below). As Denbighshire does not want to take ownership of the site it is necessary to enter into a back to back agreement with a third party, in this case a SPV, before serving the Repairs Notice.

#### **4.3.5 Prince's Regeneration Trust**

We are continuing to work with the Prince's Regeneration Trust. They have brought together a group of eminent people who are prepared to become trustees of a Building Preservation Trust which will act as a Single Purpose Vehicle (SPV). The SPV will take ownership of the site should we need to compulsorily purchase it. They will then lead on bringing about a viable project for the site and building based on an adopted masterplan (see below).

#### **4.3.6 Masterplan**

A masterplan is in preparation and once agreed it will be used as an adopted development brief for the site.

### 4.3.7 Private Sector Interest

Over the last 12-18 months there have been several enquiries from the private sector expressing an interest in the site. One developer in particular has been very enthusiastic and has met with DCC officers several times and has managed to have meetings with the owner's agent. At the time of writing there seems to be some progress with negotiations.

There is a Denbigh Hospital Working Group comprising mainly of Denbigh Members and immediately adjacent Ward Members (Cllrs Gwilym C Evans, Paul Marfleet, Gwyneth Kensler, Neville Hughes, Colin Hughes, Jane G Yorke, Ray Bartley and Selwyn Thomas Chair of Planning Committee).

## 4.4 ENFORCEMENT

The 'Regulatory' side of the service is very much focused on enforcement work. Most of the teams are enforcing as part of their day to day activities, for example:

- **Animal Health team:** is responsible for enforcing legislation in relation to animal welfare, disease control, movement and traceability of animals;
- **Food Safety and Health & Safety team:** ensures that all food produced, imported or distributed in Denbighshire is safe to eat and complies with food safety legislation and that workplaces are protected against factors affecting health, safety and welfare.
- **Housing Enforcement team:** improves the conditions in private rented sector to ensure the health and safety of occupiers.
- **Pollution and Public Health team:** protect the public from risks to human health arising from such matters as pest infestations and statutory nuisances.
- **Trading Standards:** protects the public from unsafe goods, unscrupulous trading activities and doorstep and e-commerce crime.

The **Community Safety Enforcement** team is primarily all about enforcing various legislations. We have assumed that when Members requested information on 'Enforcement' they were interested in the work of this team, who focus mainly on five main areas:

### 4.4.1 Taxis

Since April 2011 all taxis licensed by Denbighshire are required to have an MOT test with our fleet department in Bodelwyddan. This was agreed by the Licensing Committee in order to improve the conditions of the taxi fleet in Denbighshire. Worryingly, over 100 taxis failed the MOT last year, which is almost half of the taxi fleet in Denbighshire.

#### **4.4.2 Licensed premises**

Alcohol related crime has been reduced in Conwy and Denbighshire. This is as a result of both authorities working jointly together with North Wales Police, and joining forces with pubs and off-licences. Denbighshire saw 69 fewer incidents between April and September 2011 compared to the same period in 2010. It is believed that more CCTV, better training for doormen at licensed premises, and a crackdown on fake IDs have led to a drop in alcohol-related crime in Denbighshire.

#### **4.4.3 Smoke Free Legislation**

We do not receive many complaints regarding smoking in restricted areas, but we are working with the Council's Health and Well-being Officer to deliver education in schools about smoking.

#### **4.4.4 Anti Social Behaviour**

There has been an increase in the number of complaints received about street drinking, which often leads to anti social behaviour. A report was submitted to Full Council on 7 February seeking approval to introduce Designated Public Places Order which will give additional powers to the Police to tackle public nuisance and disorder as well as anti social behaviour linked to the consumption of alcohol in public spaces.

#### **4.4.5 Environmental Crime**

We have issued more fixed penalty notices this year, against environmental crime, than in previous years. 'Environmental Crime' predominantly relates to dog fouling, littering and fly posting. Between April and December 2011 we issued 295 notices, compared with 224 in 2010 and 83 in 2009 for the same period.

#### **4.4.6 Planning Enforcement**

Members have commented on the need for additional planning enforcement officers. Historically, we have had three planning enforcement officers who enforce and regulate development within the county.

Historically the County has operated with 2 planning enforcement officers, with additional management support from within the wider planning team. Some years ago additional funding was provided to take on an addition planning enforcement officer with cross cutting responsibilities. This initiative did not work as well as it could of done and the additional officer became more of a traditional planning enforcement officer, and didn't contribute as much as was envisaged on the cross cutting areas of enforcement.

Currently the Officer responsible for the cross cutting enforcement initiative has been allowed to take a 2 year unpaid sabbatical (his wife was successful in getting a 2 year work placement in Australia). The decision to allow the sabbatical was driven by the desire to make savings and reduce costs. This has temporarily left the Planning Compliance team short of staff resources. It is accepted that this is only a temporary measure pending:

- possible collaboration with CCBC in the area of planning enforcement
- a redefining of enforcement responsibilities between planning and the Joint DCC/CCBC Community Safety Enforcement Team to reduce some of the less "specialist" enforcement work within the planning enforcement team (e.g. fly posting and other "petty" breaches that do not necessarily require specialist planning knowledge/input).
- restructuring the team to delete one of the posts and create a new slightly more senior planning enforcement officer who can provide more direction and day to day support of the 2 officers, while having a case load themselves, although that case load would look to support specific planning enforcement projects (e.g. problems with signage in a particular area, planning enforcement issues in specific Conservation Areas etc) or wider generic enforcement projects, ensuring a robust planning enforcement input (e.g. tidying up "eyesore" sites, tougher enforcement regime in Rhyl Town Centre etc).

A review is currently on going looking into the business case for these options. A decision will be made within the next couple of months with implementation and integration soon thereafter.

## **4.5 APPEALS**

We have assumed that Members are interested in two types of appeals – planning and licensing – and can provide the following update:

### **4.5.1 Planning appeals**

In relation to the planning appeals dealt with by the Local Planning Authority the table below highlights some statistics from the past four years. The number of appeals dealt with has remained relatively consistent in the last 4 years. The Council's success rate at appeals can fluctuate (seen by the "dismissed" column). This can be due to a number of factors including the type of development proposed, the interpretation of the policies by an Inspector and whether the decision was made contrary to officer recommendation or not. Member training, the adopted Protocol for Member Involvement in Planning Appeals and the adopted Scheme of Delegation has meant that the Council rarely has costs awarded against it on planning appeals. Most decisions made at Planning Committee are sound with valid planning issues debated and used in the decision making process.

Planning Appeals	2007/08	2008/09	2009/10	20010/11
No. of appeal decisions	34	21	25	30
Allowed	9 (26%)	8 (38%)	7 (28%)	16 (53%)
Dismissed	23 (68%)	10 (48%)	18 (72%)	12 (40%)
Withdrawn	2 (6%)	3 (14%)	0 (0%)	2 (7%)
From decisions made under Delegated Powers	27	15	13	15
Costs Awarded against Council	1	2	2	2
No. of appeal allowed which were determined under delegated powers	4	3	1	6
No of appeals allowed which were against officers recommendations	3	5	6	4 +5 called in and allowed by Inspectorate

Between April and December 2011 we have received decisions on 13 planning appeals and one enforcement appeal. Six of the planning appeals have been dismissed and six allowed by the Planning Inspectorate. One planning appeal was withdrawn and the enforcement appeal was dismissed.

11 of the appeals this year have been dealt with by the written procedure, 2 hearings and 1 public inquiry. The public inquiry allowed the proposed development and costs were awarded against the Council. These costs have not been agreed to date.

#### 4.5.2 Licensing Appeals

Decisions made by the Licensing Committee, relating to licensed premises and taxis, can be appealed to the magistrate's court. Over the past five years we have had two significant appeals to the courts:

- V2 Nightclub, Ruthin (pubic entertainment licence) - Denbighshire lost the appeal on the V2 Nightclub in Ruthin. A report detailing the case was submitted to Communities Scrutiny Committee on 14 July 2011
- A taxi driver's licence was suspended and the driver has appealed to the magistrate's court and therefore this appeal is still pending.

#### 4.6 BRINGING EMPTY HOMES BACK INTO USE

There is a national strategic indicator monitoring this area of work which specifies “the percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority”. This indicator measures the extent to which local authorities are bringing dwellings, that have been vacant for long periods of time, back into occupation.

In their guidance the Welsh Government provides examples of the types of “direct action” which can lead to a dwelling being returned to occupation, such as providing grants, loans or other financial assistance; or providing advice and taking enforcement action, etc.

Our performance against this indicator, over the past 6 years, can be seen in the below table:

<b>DENBIGHSHIRE - PSR/004</b>					
Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority					
Year	Number of vacant homes	Number bought back into use	Performance	Welsh Median	Position in Wales
2005/06	1190	24	2.02%		
2006/07	686	3	0.44%		
2007/08	740	1	0.14%		
2008/09	800	66	8.25%		
2009/10	800	188	23.50%		
2010/11	913	154	16.87%	3.59%	3rd
2011/12	890	95	10.60%		

*Note: 2011/2012 data relates to April to December 2011*

Our target for 2011/12 is to bring 10% of empty properties back into use and this has already been exceeded by the end of December.

It is not easy for Denbighshire or any other local authority in Wales to have an accurate register of empty homes. The guidelines suggest that local authorities should use the data provided by the Revenues Section, who should have information relating to whether council tax is being paid on the private sector dwellings.

It was interesting to note from the all Wales data that there were huge discrepancies between local authorities on the number of empty homes (denominator figure). For example, in 2010-11 Denbighshire had 913 empty homes which was comparable to

Conwy's figure of 1056. However, Wrexham reported a figure of 114 vacant dwellings. This disparity obviously skews the all Wales performance data and indeed questions the robustness of this performance indicator.

We are confident of performing in the top two quartiles in Wales for 2011/12 against this indicator. A potential risk, which is unknown, is that other authorities may give this area of work a higher priority therefore increasing the Welsh median. Another potential risk for the future is that the Empty Homes Officer is employed by the North Wales Housing Association, under their terms and conditions on a fixed term contract, which expires in May 2013. To build on our performance in this area we need to make this post permanent in Denbighshire. There may also be a short term increase in vacant dwellings due to regeneration in West Rhyl as part of Strategic Regeneration Area (SRA) project.

#### **4.7 HOUSES IN MULTIPLE OCCUPATION TAKEN THROUGH THE LICENSING SCHEME**

A House in Multiple Occupation (HMO) is a property which has multiple occupancy, whether shared facilities or self contained. For example, a large house (with planning and building control consent) sub-divided into four self contained flats would fall into the definition of one HMO under the Housing Act. However, under the Planning Act it would be classified as four self contained dwellings/houses.

##### **4.7.1 Licensed properties**

There are approximately 366 HMOs in Denbighshire. This figure is our best estimate taken from our intelligence gathering. Of the 366 HMOs known to us 54 are licensed; 32 under the Additional Licensing Scheme and 22 under the Mandatory Licensing Scheme.

It is anticipated that approximately 30 additional properties will be licensed under the Additional Licensing Scheme by the end of March.

##### **4.7.2 Interim Management Order**

A House in Multiple Occupation (HMO) property in Rhyl has been taken over using management powers under the Housing Act 2004 for the first time in Denbighshire and the second of its kind in Wales. The property was taken over on 15th September, 2011 by service of an Interim Management Order, the Order which gives the Council control of a HMO if we consider that there is no realistic prospect of a licence being issued.

The property in Crescent Road, Rhyl, is an unlicensed HMO which is a poorly converted block of flats containing 3 people. The Order lasts a maximum of 12 months. In legal terms the Council now is the responsible landlord of the property, however a signed agreement has been previously agreed with Clwyd Alyn Housing Association in the event that the Council would be under a duty to use these powers, Clwyd Alyn would, on behalf of the Council, manage the property. The Council



through their managing agent has the responsibility to take over the collection of rents and the carrying out of repairs. The landlord is however, entitled to receive whatever rent is left after the council has charged for it's management and repair costs.

#### **4.7.3 Prosecutions**

During the year two landlords have been found guilty of running unlicensed HMO, both properties are in West Rhyl, one was fined £2,000 and the other £1,500, costs were awarded for both cases.

#### **4.8. FINANCIAL PLAN FOR RHYL REGENERATION**

There are more than 65 projects relating to the Regeneration of Rhyl and the Rhyl going Forward Plan as well as a multitude of funding sources in various stages of commitment. Members are asked to consider whether a separate report should be produced on this topic, which could be included on the forward work programme for the committee, as this is a complex area which merits a separate agenda item for the future.

The Rhyl Going Forward Team, part of the Council's wider Regeneration function, has been restructured over the last 12 months, with the addition of a senior Manager with regeneration and Project Management experience and the recent appointment of an additional officer to assist with the project management of the West Rhyl Housing Regeneration Plan, for which WG has secured £10 million worth of additional funding. The Council has recently adopted the Rhyl Going Forward Delivery Plan, which concentrates efforts at the moment on the 4 Workstreams for "Neighbourhoods & Places (West Rhyl Regeneration Area, Town Centre, Tourism & the Coastal Strip and Housing & Neighbourhoods).

This year's WAO Annual Improvement Report includes a "proposal for improvement" relating to the Rhyl Going Forward Plan. Their proposal is:

"By Sept 2012 the Council should establish how it will support the RGF delivery plan, including:

showing how it fits with the County regeneration programme

confirming the staff and financial resources that will be available to support delivery

arrangements for the periodic evaluation of progress"

There will therefore be sufficient Audit and Corporate Scrutiny of the RGF Plan, its funding and its success.

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

Several of the topics highlighted in this report links to the corporate priorities, in particular Regeneration and Demographics.

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

Not relevant.

**7. What consultations have been carried out?**

Not relevant.

**8. Chief Finance Officer Statement**

Not relevant.

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

Any risks and measures taken to address them have been identified within the body of the report.

**10. Power to make the Decision**

Article 6.3.4(b) of the Council's Constitution

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 23 February 2012

**Lead Member/Officer:** Leader of the Council  
Head of Business Planning & Performance

**Report Author:** Corporate Improvement Officer

**Title:** Monitoring Corporate Plan Performance 2011-12, Quarter 3.

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## 1. What is the report about?

- 1.1. This report provides a summary of current performance in 2011-12 against: each outcome within the Corporate Plan, the 2012 Indicators, the Corporate Project Register, Safeguarding and Child protection, Protection of Vulnerable Adults, and our Outcome Agreements with the Welsh Government.

## 2. What is the reason for making this report?

- 2.1. The reason for the report is to enable Performance Scrutiny to carry out its performance management function in relation to the Corporate Plan 2009-12. Performance management of the Corporate Plan is essential to ensure that the council is able to take action to address specific performance issues.

## 3. What are the Recommendations?

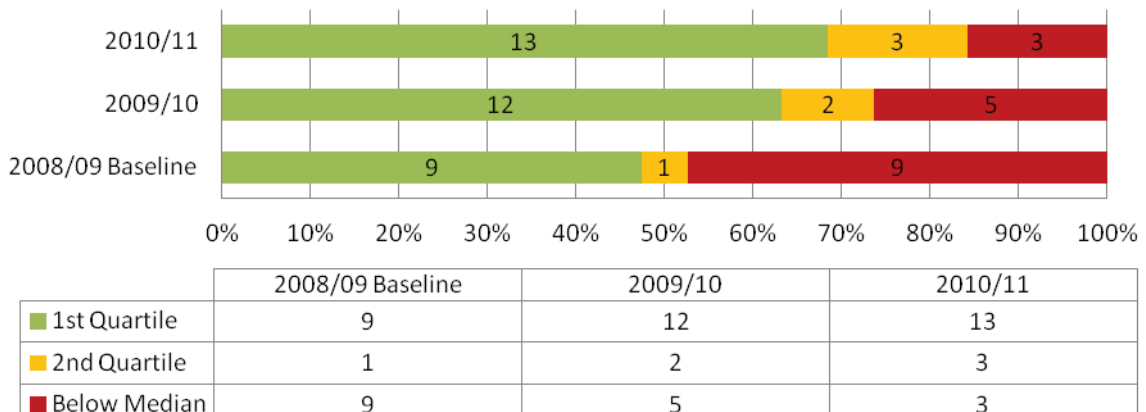
- 3.1. That Performance Scrutiny considers the current likelihood of achieving the outcomes detailed in our Corporate Plan, and follow up performance related issues with the appropriate Head of Service where specific concerns are raised, or where improvement could prove difficult.

### Report Details

## 4. 2012 Indicators

- 4.1. The 2012 indicators are the set of national performance indicators chosen by the council to act as a proxy to evaluate whether we are on track to becoming a "High Performing Council". We will use this set to compare our performance against other local authorities in Wales to establish whether we have become a high performing council by 2012.
- 4.2. Our most recent annual performance against the 2012 Indicators (figure 1) highlights significant improvements from the baseline (2008-09) of the Corporate Plan.

## 2012 Indicators



**Figure 1** Presents our annual historic performance against the 2012 Indicators.

4.3. The most up-to-date performance data available for the quarterly measures in the 2012 set highlight 3 key indicators where we currently look unlikely to achieve performance above the Wales median for 2011-12:

- The percentage of all pupils who leave compulsory education, training or work-based learning without an approved external qualification

*The 2011/12 figures show a decline in performance related to pupils leaving without a qualification. It is highly unlikely that we will perform in the top 2 quartiles for this indicator. During the year 17 pupils were identified as being in danger of leaving without a qualification, of which 11 left without a qualification.*
- The percentage of adult protection referrals completed where the risk has been managed

*There has been an improvement from Q2 but our performance remains below the projected median and significantly below our upper quartile projection. It is therefore recommended (action plan) that we focus on the management of risk for adult protection referrals to raise our completion rate, but not at the expense of appropriate risk management.*
- The percentage of former LAC who are in suitable accommodation (aged 19)

*There are 10 young people whom the authority is in contact with. Of these only 6 are deemed to be in suitable accommodation. The remainder shows 3 young people in custody and another who was not in suitable accommodation.*
- The percentage of former LAC who are in education, employment or training (aged 19)

*There are 10 young people whom the authority is in contact with. Of these only 6 are in education, employment or training. One of the young people in prison was able to attend a training course whilst imprisoned. Although performance is off track the projected median for this indicator is low enough where we expect to achieve performance above the Wales median.*

## **5. The Council's Improvement Objectives**

- 5.1. The council currently has five Improvement Objectives, four of which relate to our Corporate Priorities (Demographic Change; Regeneration; Modernising Education; and Roads and Flood Defences). The fifth Improvement Objective ("Improving the Council") is based on the work of the Business Transformation Programme, and progress is therefore monitored by the Business Transformation Programme Board.
- 5.2. The council has pledged to deliver nine community-focused outcomes associated with our four corporate priorities. A summary of performance against these nine outcomes is provided below, with further details contained within Appendix II.

## **6. Improvement Objective: Adapting service delivery to address demographic changes**

- 6.1. There are three outcomes relating to our "Demographic Change" Improvement Objective:
  - Older people are able to live independently for longer.
  - People with learning disabilities are able to live independently for longer.
  - Community initiatives meet the needs of an increasing population of older and disabled people

## **7. Outcome 1: Older people are able to live independently for longer**

- 7.1. This outcome is about enabling older people to live safely and independently in their community, without the need for service provision. To do this we focus on services that promote independence (i.e. intermediate care).
- 7.2. The current status of this outcome is positive, with the majority of targets met and improvement activity noted as on track. The exception is "carers offered an assessment" and "timely reviews of care plans".
- 7.3. After a significant increase in performance back in 2009/10 assessments of carers have been slowly but steadily declining over the past 18 months, attributed to an increase in the numbers of carers identified. Continued work is necessary to improve performance. In addition, the timely review of care plans has been steadily improving throughout the year, although performance needs to continue along this trend if the end year target is to be met. It is therefore recommended (action plan) that we focus on "carers offered an assessment" and "timely reviews of care plans" to continue improvement.

## **8. Outcome 2: People with learning disabilities are able to live independently for longer**

- 8.1. This outcome aims to enable people with learning disabilities to live safely and independently in their community. To do this we aim to shift the balance from those requiring support in care homes by offering the necessary support to those individuals who can benefit from independent living in their own home.

8.2. The current status of this outcome is positive, with the majority of targets met and improvement activity noted as on track. The exception is “adults with learning disabilities helped to live at home”. The reduction at the beginning of the year was primarily attributed to the end of short term interventions. Since then performance has been slowly increasing, however we remain below target. It is unlikely that current performance will change significantly by the year end so this performance measure may miss its target.

**9. Outcome 3: Community initiatives meet the needs of an increasing population of older and disabled people**

9.1. This outcome is about the council delivering community initiatives to meet the needs of an increasing population of older and disabled people with the aim of improving the health and wellbeing.

9.2. The overall status of this outcome is negative, despite many successful improvement activities and good participation rates in the New Work Connections (NWC) Project (above target), the current outputs from the project are below target. Participation rates in disability sport and the risk management of adult protection referrals are also below target.

9.3. The NWC Project has struggled to meet targets citing the economic climate as a critical factor for the low numbers entering employment. The NWC project has been helped by the recent accreditation for the Community Development Agency as a centre for learning which should enable a greater completion rate of qualifications among participants.

9.4. The management of risk for adult protection referrals has been below target and below the projected median throughout 2011/12. There is a danger that it will end the year with below median performance. As mentioned earlier (paragraph 4.3) this is one of our 2012 indicators.

9.5. The participation in disability sport sessions is lower than expected which has been the result of a vacant post. The disability sport figures are only reflective of disabled people in Denbighshire using our leisure facilities and do not reflect club memberships and figures from activities being delivered through partner agencies. In the absence of a Disability Sport Officer the service worked closely with partners to develop good relationships and deliver a partnership approach offering a range of disability sport opportunities.

**10. Improvement Objective: Reducing deprivation, and growing Denbighshire's economy sustainably, by strategically targeting resources**

10.1. There are three outcomes relating to our “Regenerating Our Communities” Improvement Objective:

- Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales.

- We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available.
- The rate of decline in the rural economy will be reduced.

**11. Outcome 4: Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales**

- 11.1. This outcome aims to bridge the gap between the most deprived communities in Rhyl and the rest of Wales by focussing on three areas: economy; education; and environment.
- 11.2. The overall status of this outcome is negative, despite many successful improvement activities a significant number of indicators and performance measures are below target. This hasn't been helped by the recently worsening position of JSA claimants. The Resident's Survey also presents negative results; a decrease in satisfaction with Rhyl as a place to live and an increase in the residents who believe that Rhyl has got worse as a place to live.
- 11.3. One recommendation, which is already being carried out, is to improve performance for supporting those whose income is below the 60% poverty line. The Welfare Rights Team have committed an additional 10 hours per week overtime to help increase outputs. This indicator is related to our outcome agreement.
- 11.4. The delivery confidence of the Foryd Harbour projects (Pedestrian and cycle-bridge, public square, quayside building and quay walls) is low (red/amber) (see Corporate Project Register paragraph 19).

**12. Outcome 5: We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available**

- 12.1. This outcome is all about what the council can do to support sustainable economic growth in a wider economic climate through targeted activity.
- 12.2. The overall status of this outcome is neutral; despite referencing good progress in the range of improvement activities, current reporting indicates balanced performance for the indicators and performance measures.
- 12.3. The Denbighshire population is more economically active when compared to Wales, with the recent reduction in economic inactivity putting Denbighshire in better position than we were at the start of the Corporate Plan. However, a particular problem presents itself in the form of JSA claimants, where a sharp increase during October to December puts Denbighshire in a worse position than Wales. Some balance is brought by the current ratio for earnings to house prices being at its lowest point in the past six years.

**13. Outcome 6: The rate of decline in the rural economy will be reduced**

13.1. This outcome focuses on what the council is doing to improve the condition of the rural economy through the delivery of specific improvement activity.

13.2. The overall status of this outcome is positive with success in the performance measures and completion of the associated RDP Business Plan One projects. The remaining improvement activities are progressing well.

**14. Improvement Objective: Modernising the education service to achieve a high level of performance across the county**

14.1. There is one outcome relating to our “Modernising Education” Improvement Objective:

- Denbighshire will be within the top 10 performing authorities in Wales for educational attainment.

**15. Outcome 7: Denbighshire will be within the top 10 performing authorities in Wales for educational attainment**

15.1. This outcome is all about improving educational attainment for children and young people in Denbighshire to enable them to reach their full potential.

15.2. The current status of this outcome is positive. There has been significant improvement in all education indicators except attainment at key stage 1, which fell for the second year running to a worse position than the onset of the Corporate Plan. This has been attributed to the exclusion of two large, successful primary schools in the overall percentage results because they are schools in the foundation phase pilot. The inclusion of their outcomes would have had a positive impact on the overall position. All other indicators show significant improvements in education attainment from the start of the Corporate Plan.

15.3. A number of improvement activities have been completed with the remainder presenting progress as planned. One key activity for the council was the consultation for the Edeyrnion Review which was completed and the results published in October. The objections were collated in November and sent to the Minister, from whom we expect a decision in spring 2012.

**16. Improvement Objective: Securing a Sustainable Road Network and Flood Defences**

16.1. There are two outcomes relating to our “Roads and Flood Defences” Improvement Objective:

- Residents and visitors to Denbighshire have access to a safe and well managed road network
- Properties have a reduced risk of flooding



**17. Outcome 8: Residents and visitors to Denbighshire have access to a safe and well managed road network**

- 17.1. This outcome reflects our ambition to provide residents and visitors with a safe and well managed road network. The outcome has been extended for 2011-12 to include improvements in road safety and management as well as improving the overall quality of our road network.
- 17.2. The current status of this outcome is neutral, there is a positive message from the low accident rates involving serious or fatal injury on Denbighshire roads; however minor injury, which was low throughout the year, has shown a recent increase. It is unfortunate that the results of the Resident's Survey are slightly worse this year as the impact of our highways maintenance programme is only now becoming clear through the data surveyed as part of the Road Condition Index.
- 17.3. The Road Condition Index is taking shape with only 2.8% of the road network yet to be surveyed. The remaining road network will soon be fully surveyed. The current road works showing signs of an improved network reducing the percentage of roads with a poor condition score from 2.8% to 2.6%. This index will now provide the basis for a robust mechanism for monitoring the condition of the road network.

**18. Outcome 9: Properties have a reduced risk of flooding**

- 18.1. This outcome is entirely related to our flood defence works, where we seek to protect an increased number of properties from the risk of frequent flood events.
- 18.2. The current status of this outcome is negative, owing to the WG deciding to not support the Corwen Flood Defence Scheme with the necessary funding. This meant that the indicators would never have succeeded in meeting their targets, although the improvement activity is progressing on track.
- 18.3. Some focused work is required in order to ensure that we achieve all the planned outputs from the performance measures as they form part of our outcome agreement (see paragraph 22.5). The service has plans in place and continues to work towards the targets.

**19. Corporate Project Register**

- 19.1. The corporate project register summarises the delivery confidence of all the projects delivered by the council. The summarised report can be found in Appendix IV. The key projects with a delivery confidence of Red or Red/Amber are highlighted here.
- 19.2. The Foryd Harbour (Pedestrian and cycle-bridge, public square, quayside building and quay walls) has a delivery confidence of Red/Amber.

*The planning consultation for the public square, quayside building and quay walls finishes on 01 February and the application is scheduled to go to the CCBC Planning Committee in March 2012. Work will commence on the*

*detailed design and a construction risk register for the full construction programme of works has been completed and costed.*

*The detailed design of the bridge is complete and the costs are being collated. The mechanical and electrical costs have increased by £400k; further costs are being sought from alternative suppliers and an option to operate the bridge via CCTV from the Harbour Masters Office could offer a reduction of at least £200k.*

*The pedestrian and cycle bridge and the Phase 1 harbour works (the quay walls and the formation of the public square), will be run together with the same contractor, albeit with two contracts. The programme and the contract documentation will be developed to ensure that there are no duplications or omissions between the two contracts. A start on site is scheduled for June 2012 and the bridge will be completed and operational at the end of March 2013, in accordance with the requirements of the Sustrans funding.*

*Phase 2 of the Foryd Harbour Works, (building, boatyard enhancements parking, finishes and wind turbines), will be separately tendered; the delayed start date for work on this second phase allows for settlement of the public square, hence completion is anticipated in December 2013.*

*A report will go to Cabinet in February seeking permission to award the contracts, thus managing the lead times for materials to facilitate the start date.*

19.3. The Ysgol Dyffryn Ial project has a deliver confidence of Red/Amber.

*Scottish Power has now allocated a Wayleaves Officer to this case and we have begun liaising with them to assist with negotiations with affected landowners. Until this issue is addressed the Sponsor Confidence remains at Red/Amber. The potential for delay associated with addressing this issue is reflected in an Amber Time Status.*

## **20. Safeguarding and Child Protection**

20.1. This outcome was introduced to highlight a number of key national indicators relating to safeguarding and child protection that require focused attention to ensure satisfactory performance.

20.2. The current status of this outcome is neutral, with a balance between successfully meeting targets and areas where additional work is required. Although poor sickness absence in Children and Family Services is showing an improvement on previous years but remains the highest in the council.

Title	Actual	Target	RAG
SCC010 Referrals that were re-referrals	19.7	28.0	Green
SCC014 Timeliness of Child Protection conferences held	97.3	95.0	Green
SCC015 Timeliness of Core Group meetings held	89.6	85.0	Green
SCC034 Timeliness (statutory) of Child Protection Reviews	100	100	Green
SCC016 Timeliness (statutory) Child In Need plan reviews	55.7	78.5	Red

SCC025 Visits (statutory) LAC within regulations	82.3	90.0	Red
SCC043a Timeliness of Core Assessments	70.3	75.0	Amber
SCC043b Average time of Core Assessments (over 35 days)	71.4	n/a	n/a
Sickness Absence in Children and Family Services	11.3	8.15	Red

## 21. Protection of Vulnerable Adults

- 21.1. The Denbighshire Adult Protection Committee meet on a quarterly basis to develop, monitor and evaluate the practice of the adult protection procedures and to promote joint working between partner agencies. There is also a North Wales Adult Protection Forum that meets on a quarterly basis.
- 21.2. We are still awaiting a Welsh Government response to the review of 'In Safe Hands' and the All Wales Adult Protection Procedures was launched on 01.04.2011 as an Interim Policy in anticipation that there may be other changes implemented due to the result of the review.
- 21.3. Denbighshire's performance against the Protection of Vulnerable Adults (POVA) performance indicator for Q3 2011 show that 87.2% of POVA cases demonstrated that the risk to adults at risk was removed or reduced. As mentioned earlier (paragraph 4.3) this is one of our 2012 indicators.

## 22. Outcome Agreement

22.1. Each local authority in Wales has developed an Outcome Agreement with the Welsh Government, which sets out how each council will work towards improving outcomes for local people within the context of the Welsh Government's national priorities. By their nature, most outcomes for the citizens of any local area cannot be delivered by one organisation alone. As a result, Outcome Agreements must have a strong collaborative element, as well as evidence of partnership working in order to have the greatest impact. A summary of our Outcome Agreement is attached at Appendix III. The outcome agreements where we believe there is the potential to lose points are highlighted here.

22.2. The current worst case scenario predicts the loss of seven points presenting the potential to lose £250k from the Outcome Agreement Grant payment for 2011-12.

### 22.3. Outcome Agreement 3

*Where we are unable to meet the targets for indicators we are likely to be penalised. As we are below target on all indicators there is the potential to lose all points, however additional actions have been implemented by the service which may be enough to mitigate some of the problems reducing the loss to a potential 1 or 2 point deduction.*

### 22.4. Outcome Agreement 4

*The Hyfrydle service has been delayed due to issues with financing from Health. We have implemented interim arrangements and have pursued the project. It is out of our control and we can demonstrate attempts to deliver*

*the project. There is the potential to lose 1 point, although we hope that WG will not penalise us on the grounds that we can evidence our efforts to deliver the outcome. There is little more we can do to influence the delivery of this outcome.*

#### 22.5. Outcome Agreement 5

*The potential for 2 points to be deducted as 2 key targets missed, although losing 1 point is the best case scenario. There is nothing more we can do to influence this outcome as the targets have already been missed*

#### 22.6. Outcome Agreement 8

*Even though this is currently below target, it is still achievable. A plan has been developed by the service to increase the number of people accessing information via electronic mediums. It is hoped that this action will help us to achieve the target and therefore remove the risk of any points being deducted. This needs to be monitored to ensure the target is met and the Corporate Improvement Team expect an update on progress in mid-February.*

#### 22.7. Outcome Agreement 9

*We have the potential for 1 or 2 points to be deducted if we miss the key target for participation. The current count is 20,000 short, which needs to be made up in the final quarter. It is not clear whether anything further (additional resource etc) could be done to ensure the minimum target is met.*

#### 22.8. Outcome Agreement 10

*Even though this is currently below target, the service remains confident of being able to achieve this, which would remove the risk of any points being deducted. The Procurement Team is aware that two of the partially completed services need to be finalised by the end of March to ensure the target is met.*

### **23. How does the decision contribute to the Corporate Priorities?**

23.1. The information in this report is an overall progress update of the indicators and activity that make up the Corporate Plan. The end result is an evaluation of the likelihood of success for each outcome, and by association, each Improvement Objective. Further detail relating to the performance of each Improvement Objective is attached at Appendix II.

### **24. What will it cost and how will it affect other services?**

24.1. The council is in receipt of an annual Outcome Agreement Grant to the maximum sum of £1m. The outcome agreements run for a 3 year period from 2010-11 to 2013-14. Each year the council is evaluated by WG to ascertain how successful we have been then a proportional payment is made. Success is determined by a score, where the 10 outcomes can each score a potential 3 points, with a maximum of 30. In order to receive full payment (100%) we have to score between 25-30 points. A score of 20-24 equates to 75% of the £1m (£250k), 15-19 equates to 50% (£500k) and a score below 15 equates to 0% (£1m).

24.2. Any additional resource requirement (staffing or financial) will be determined and met by the service responsible for carrying out the activity.

24.3. The Corporate Plan 2011-12 has been equality impact assessed, highlighting the need for additional equality impact assessments to be undertaken on specific projects and actions.

## **25. What consultations have been carried out?**

25.1. The report was circulated to SLT on the 6<sup>th</sup> February giving the opportunity to discuss the report. The revised report was then agreed by the Leader of the Council and Head of Business Planning and Performance before being submitted to Cabinet.

## **26. Chief Finance Officer Statement**

26.1. Section 24 outlines the potential cost implications of not meeting the outcome agreement targets. Current performance suggests there is a risk of scoring less than 25 points which would mean a reduction in the grant allocation of £250k. Given that this will not be clear until after the end of the financial year any shortfall would, at least initially, have to be met from balances.

## **27. What risks are there and is there anything we can do to reduce them?**

27.1. Slippage against the council's targets within the Corporate Plan creates a number of risks, including: financial risk from inefficient delivery; risk to the community through a failure to deliver quality services; and reputation risk from poor comparative performance with other authorities and regulatory reports. In addition, a financial risk is presented from the potential to lose up to 25% (£250k) of the outcome agreement grant during 2011/12 if we fail to successfully deliver on the planned outcomes. There are no risks associated with agreeing the recommendations.

## **28. Power to make the Decision**

28.1. Performance management and monitoring is a key element of the Wales Programme for Improvement 2010 which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.

## **29. Action Plan**

<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>SCRUTINY LEAD</b>
Focused work on risk management for adult protection referrals (2012 Indicator)	<b>Phil Gilroy</b>	<b>31/03/2012</b>	<b>Cllr B. Feeley</b>
Focused work on the indicators "carers offered an assessment" and "timely reviews of care plans" to meet our minimum target	<b>Phil Gilroy</b>	<b>31/03/2012</b>	<b>Cllr B. Feeley</b>

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# 2012 Indicators

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## Becoming a 'High Performing Council'

## Indicators

Title	Actual	Target	RAG
CHR002 Sickness Absence	6.61 days	6.75 days	Green
EDU002i All pupils who leave without a qualification	0.94%	0.27%	Red
EDU002ii LAC pupils who leave without a qualification	0.00%	0.00%	Green
EDU011 Average points score (aged 15)	450	440	Green
EDU015a Final statements of SEN issued (26wks inc exceptions)	n/a	100%	Annual
EDU015b Final statements of SEN issued (26wks ex. exceptions)	n/a	100%	Annual
EEF002 CO <sub>2</sub> in the non domestic public building stock	n/a	2.00%	Annual
HHA013 Homelessness prevention (for at least 6 months)	97.5%	98.1%	Amber
PLA006 Affordable housing provision during the year	n/a	43.8%	Annual
PSR002 Delivery of Disabled Facility Grants	194 days	235 days	Green
PSR004 Vacant dwellings returned to occupation during the year	10.7%	4.00%	Green
SCA001 Delayed transfers of care for social care reasons (75+)	0.30	1.20 (rate)	Green
SCA019 Risk management of adult protection referrals	87.2%	95.0%	Red
SCC002 LAC who experience one or more changes of school	6.67%	7.50%	Green
SCC033a Former LAC whom the authority is in contact (age 19)	100%	100%	Green
SCC033b Former LAC in suitable accommodation (age 19)	60.0%	100%	Red
SCC033c Former LAC in education training or employed (age 19)	60.0%	100%	Red
WMT004 Municipal wastes sent to landfill	40.9%	41.0%	Green
WMT009 Municipal waste reuse, recycled, or composted	56.8%	54.0%	Green

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# Corporate Plan 2011/12

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## Older people are able to live independently for longer

## Indicators

Title	Actual	Target	RAG
(A) The % of Extra Care flats occupied	100	95	Green
(Q) The % of clients who are supported in the community during the year aged 65+	82.4	87	Amber
(Q) The % of people no longer needing a social care service following involvement from the reablement and intake service	69	55	Green
(Q) The rate of older people whom the authority supports in care homes	24.4	25.75	Green
Residents Survey - The % positive response to "My council has helped me to live independently"	71	63	Green
Residents Survey - The % positive response to "My council will help me when I need social care support"	70	64	Green

## Performance Measures

Title	Actual	Target	RAG
(A) The number of additional Extra Care flats		21	
(Q) The number of older people receiving Telecare Services	198	165	Green
(Q) The number of people receiving Reablement and Intake Services	1689	375	Green
(Q) The % of carers of adult service users who were offered an assessment in their own right during the year	73.2	85	Red
(Q) The % of older people having their needs and care plan reviewed on time	74.9	85	Red

## Improvement Activity

Title	Status	RAG
Enhance the range of services available to carers that promote informal care arrangements and prevent breakdown	Complete	Green
Further develop Reablement in Extra Care Housing	Complete	Green
Further develop Reablement in Sheltered Housing	Complete	Green
Further develop Reablement with housing support providers	Complete	Green
Further develop reablement with independent sector providers	In Progress	Green
Open Llys Awelon (Ruthin Extra Care)	Complete	Green
Progress Plans for Extra Care Housing in Denbigh	In Progress	Amber
Re-launch Direct Payments	In Progress	Green
Review and reconfigure day services to support the delivery of options that both promote independence and are cost effective	In Progress	Amber
Strengthen the focus and timeliness of reviews to actively consider the appropriateness of reducing care packages and/or replacing services with those that promote independence	In Progress	Green

## People with learning disabilities are able to live independently for longer

### Indicators

Title	Actual	Target	RAG
(Q) The rate of adults aged 18-64 with a learning disability who are supported in a care home	0.52	0.55	Green
(Q) The rate of adults with learning disabilities helped to live at home	3.99	4.20	Amber

### Performance Measures

Title	Actual	Target	RAG
(Q) The number of adults aged 18-64 with a learning disability who are supported in a care home	29	32	Green
(Q) The number of adults with learning disabilities helped to live at home	233	240	Red

### Improvement Activity

Title	Status	RAG
Build an Intensively Supported Independent Living scheme in Henllan for disabled people	In Progress	Amber/Green
Increase commercial activity of in-house work opportunity businesses	In Progress	Amber
Subject to the outcome of Citizen Directed Support pilot roll out of this approach across the learning disability service	Complete	Green

## Community initiatives meet the needs of an increasing population of older and disabled people

### Indicators

Title	Actual	Target	RAG
(A) New Work Connections: The number of people involved who feel more involved in the community			
(A) New Work Connections: The number of people involved who identify that they are looking after themselves better			
(A) New Work Connections: The number of people involved who feel more confidence generally			
(A) New Work Connections: The number of people involved who identify that they take more pride in themselves			
(A) New Work Connections: The number of people involved who can relate better to others			
(A) New Work Connections: The number of people involved who are introduced to healthier activities			
(A) New Work Connections: The number of people involved who feel more organised in day to day life			
(Q) New Work Connections: The number of people who were economically inactive and unemployed who have been supported into Employment, Education or Training	27	61	Red
Residents Survey - The % positive response to "My council has helped me to live independently"	71	63	Green
Residents Survey - The % positive response to "My council has helped vulnerable people in general to live independently"	77	72	Green
Residents Survey - The % positive response to "My council will help me when I need social care support"	70	64	Green

### Performance Measures

Title	Actual	Target	RAG
(A) Benefit and tax credit gains confirmed (£)		£7m	
(A) Debts resolved (£)		£15m	
(A) The number of communities engaged in developing sustainable support networks for older people		6	
(A) The number of individuals taken above the UK and Welsh poverty lines		1000	
(A) The % completion rate for the 16 week National Exercise Referral Scheme intervention programme		41	
(Q) The number of disabled people (including mental health and age related) who participate in disability sport sessions	4100	6375	Red
(Q) The number of older people (aged 50 or over) enrolled on the "First Click" programme	585	300	Green
(Q) New Work Connections: The number of people gaining qualifications	4	40	Red
(Q) New Work Connections: The number of people helped into	3	8	Red

## Community initiatives meet the needs of an increasing population of older and disable people

Title	Actual	Target	RAG
paid employment			
(Q) New Work Connections: The number of people helped into volunteering	9	- <sup>1</sup>	n/a
(Q) New Work Connections: The number of people participating	138	80	Green
(Q) The number of people involved in the "tele-buddies" scheme	62	40	Green
(Q) The % of adult protection referrals completed where the risk has been managed	87.2	95	Red
(Q) The rate of older people participating in physical activity and wellbeing opportunities through day centres, and other community based settings	0	-	n/a

### Improvement Activity

Title	Status	RAG
Community Initiative: Citizen Empowerment Model (provide a framework for older people to enable people over 50 to move from where they are in their lives to where they want to be)	Complete	Green
Community Initiative: Free Swim (implement the national free swim agenda for young and older people)	In Progress	Green
Community Initiative: New Work Connections (provide opportunities for older people to become mentors to help people find employment)	In Progress	Green
Community Initiative: Tele-Buddies (pilot a telephone befriending service)	Complete	Green
Community Initiative: Telecare (roll out a personal care response service)	Complete	Green
Ensure that older people have a direct say in the priorities for our annual training programme	Complete	Green
Evaluate the impact that extra care and reablement have on people's sense of wellbeing	In Progress	Amber
First Click: Computer Skills for Older People	In Progress	Green
Implement our Older People's Development Strategy and WAG Dignity programme for older people	Complete	Green
National Exercise Referral Scheme	In Progress	Green
Protection of Vulnerable Adults guidance and implementation	Complete	Green
Recruit and train up to 6 older people from the citizens of Denbighshire and support them to promote and cascade the messages of the WAG Dignity in Care programme to other older people	Complete	Green
Review person centred planning and to assess the appropriateness of developing this approach for people with disabilities	Complete	Green
Work in partnership with communities and the third sector to encourage independence (this will include developing six new community based initiatives)	Complete	Green
Work with Leisure Services to promote and develop opportunities for older people to participate in leisure activities linked to our reablement strategy	Complete	Green

<sup>1</sup> Volunteering does not form part of the targeted NWC Project.

Pockets of high socio-economic deprivation in the northern coastal strip. Particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales

### Indicators

Title	Actual	Target	RAG
(A) The average point score for pupils aged 15 at the preceding 31 August in schools maintained by the LA (Rhyl)	314	400	Red
(A) The average point score for pupils aged 17 at the preceding 31 August in schools maintained by the LA (Rhyl)	n/a <sup>2</sup>	810	n/a
(Q) The incidence of criminal damage in Rhyl	32	58	Green
(Q) The relative reduction in JSA claimants in each LSOA in Rhyl	4.11	3.38	Red
Residents Survey - The % positive response to "Satisfaction with their local area as a place to live (Rhyl)"	74	77	Red
Residents Survey - The % positive response to "Their local area had got worse in the last 12 months (Rhyl)"	34	31	Red

### Performance Measures

Title	Actual	Target	RAG
(A) Reduce the number of people below the 60% poverty line		732 <sup>3</sup>	Red
(A) The additional number of HMO taken through the licensing scheme	26	30	Green
(A) The % of year 11 pupils who continue in FTE in Rhyl		80	

### Improvement Activity

Title	Status	RAG
Apollo Cinema Refurbishment	In Progress	Green
Bee and Station Office Scheme	In Progress	Green
Completion and publication of Rhyl Strategic Regeneration Framework	In Progress	Green
Delivery of Rhyl Town-Scape Heritage Initiative	In Progress	Green
Forydd Harbour Cycle and Pedestrian Bridge	In Progress	Red/Amber
Forydd Harbour Phase 2: commercial units, square & quay wall extension	In Progress	Red/Amber
Project NEET: Rhyl	In Progress	Green
Purchase of properties within Strategic Regeneration Area	In Progress	Green

<sup>2</sup> The final year of school in Rhyl is done at the college.

<sup>3</sup> The increase in target for 2011/12 coupled with the decrease in performance so far this year make it unlikely that this (DCC specific) annual target will be met.

We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available

### Indicators

Title	Actual	Target	RAG
(A) The ratio of average house prices to average earnings	5.06 <sup>4</sup>	6.84	Green
(Q) The relative reduction in economic inactivity	25.2	27.4	Green
(Q) The relative reduction in JSA claimants in Denbighshire	-0.20	0.21	Red

### Performance Measures

Title	Actual	Target	RAG
(A) Reduce the number of people below the 60% poverty line		732	Red
(A) The number of social enterprises assisted		18	
(A) The total number of businesses receiving assistance from the council		-	n/a

### Improvement Activity

Title	Status	RAG
Celtic Authentic Niche Tourism Advancing the Atlantic Area	Complete	Green
Denbighshire County Council Business Grants	In Progress	Green
Denbighshire County Council Community Grants	In Progress	Green
Skills Forum	In Progress	Green
Wales Ireland Network for Social Enterprise (WINSSENT) Project	In Progress	Green
Welsh Housing Quality Standards	In Progress	Green

<sup>4</sup> December 2011

## The rate of decline in the rural economy will be reduced

### Indicators

Title	Actual	Target	RAG
(A) Reduce the decline in rural business: total number of micro enterprises receiving assistance		7	
(A) Reduce the decline in tourism sector: gross number of additional visitors		3000	

### Performance Measures

Title	Actual	Target	RAG
(A) The gross number of jobs created in rural micro businesses	21	13	Green
(A) The number of new and existing micro rural enterprises (<10 employees) financially assisted	34	29	Green
(A) The number of village facilities improved	21	12	Green

### Improvement Activity

Title	Status	RAG
Denbighshire Rural Key Fund	Complete	Green
Destination Denbighshire Project	In Progress <sup>5</sup>	Green
Grants for Micro Business	Complete	Green
Green Tourism Project	In Progress	Green
Rural Denbighshire Business Creation and Development Project	In Progress	Green

<sup>5</sup> The Destination Denbighshire Project has been transferred to Environmental Services for delivery. The project is Denbighshire's contribution to the Green Tourism Project run by Cadwyn Clywd.

## Denbighshire will be within the top 10 performing authorities in Wales for educational attainment

### Indicators

Title	Actual	Target	RAG
(A) The average point score for pupils aged 15 in schools maintained by the local authority	449.5	440.0	Green
(A) The % of pupils achieving level 2 threshold inc. E/W & Maths	52.5	52.5	Green
(A) The % of pupils achieving level 2 threshold or voc. equivalent	71.4	66.0	Green
(A) The % of pupils achieving the CSI at KS 1	79.8	83.5	Red
(A) The % of pupils achieving the CSI at KS 2	82.3	79.5	Green
(A) The % of pupils achieving the CSI at KS 3	65.5	66.5	Red
(A) The % of pupils achieving the CSI at KS 4	51.3	50.0	Green

### Performance Measures

Title	Actual	Target	RAG
(A) The number of school days lost due to fixed-term exclusions (5 days or fewer), in secondary schools		-	n/a
(A) The number of school days lost due to fixed-term exclusions (6 days or more), in secondary schools		-	n/a
(A) The % attendance by pupils of compulsory school age, in all maintained secondary and special schools	92.0	-	n/a
Residents Survey - The % positive response to "Satisfaction with primary education (5-11)"	93	92	Green
Residents Survey The % positive response to "Satisfaction with secondary education (11-16)"	82	79	Green

### Improvement Activity

Title	Status	RAG
Complete formal consultation for the Edeyrnion Review	In Progress	Green
Establish professional learning communities at regional, local and school level in order to promote and disseminate good practice across all Key Stages		
Review systems of tracking attendance and exclusion, set realistic targets, review use of lesson monitor to ensure that attendance is accurately monitored	Complete	Green
Conduct a review of Foundation Phase	Complete	Green
Conduct a review of the welsh teacher advisory service in order to ensure that there is parity across the Key Stages	Complete	Green
Conduct an annual school self assessment and evaluation process in all schools		
Undertake termly performance reviews with secondary schools and provide secondary governing bodies with termly updates on school performance		
Work with secondary schools to ensure that the curriculum offer is fit for purpose		



## Residents and visitors to Denbighshire have access to a safe and well managed road network

### Indicators

Title	Actual	Target	RAG
(A) The % of (A) and (B) roads that are in overall poor condition		8.50	
(A) The % of Category C (Streetworks) inspections that are carried out within the prescribed timescale		50	
(Q) The % of total penalty charge notices issued that relate to on street infringements	39	n/a	n/a
(Q) The total number of accidents involving Injury	4.71	4.00	Red
(Q) The total number of accidents involving serious or fatal injury	0.40	0.65	Green
Residents Survey - The % positive responses to "Satisfaction with 'maintaining main roads in good condition'"	61	64	Red
Residents Survey - The % positive response to "Satisfaction with 'maintaining main roads in good condition'"	63	65	Red
Residents Survey - The % positive response to "Satisfaction with 'maintaining footpaths in good condition'"	63	69	Red

### Performance Measures

Title	Actual	Target	RAG
(A) The days taken to repair street lamp failures during the year		1.00	
(A) The number of participants (age 9-11) in Cycle Training		700	
(A) The numbers of participants in Pass Plus (Council subsidised)		110	
(A) The % of highway in red/yellow bands of SCRIM measure		1.16	
(A) The % of the annual structural maintenance expenditure that was spent on planned structural maintenance		87	
(A) The % take up of children's Traffic Club (age 3-4.5)		35	
(Q) The % of roads that have an overall poor RCI	2.64	n/a	n/a

### Improvement Activity

Title	Status	RAG
Bridges Maintenance Programme	In Progress	Green
Continue programme of Kerbcraft training and cycle training	In Progress	Green
Develop and expand use of the Highways Asset Management System	In Progress	
Implementation of Symology	In Progress	Amber
Roads and Highways Capital Maintenance Programme	In Progress	Green
Task & Finish Group looking at residential parking policy	Complete	Green
Traffic Scheme Programme	In Progress	Green
Work with partners to reduce road casualties on the county road network to achieve government targets	In Progress	Green

## Properties have a reduced risk of flooding

### Indicators

Title	Actual	Target	RAG
(A) The number of properties with a reduced risk of flooding as a result of programmed work	580	665	Red
(A) The % of properties at high risk of flooding where the risk of flooding has been reduced	3.92	4.49	Red

### Performance Measures

Title	Actual	Target	RAG
(A) The number of people accessing information via electronic means		1200	
(A) The number of people engaged in public events and leafleting activity	1069	1000	Green
(A) The number of pupils participating in flood awareness activities in schools		500	

### Improvement Activity

Title	Status	RAG
Coastal Defence Strategy	In Progress	Green
Contractor appointment	Complete	Green
Schools flood awareness project	In Progress	Green

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# Outcome Agreement 2010/13

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## Identified young people aged between 9 -16 in the most deprived wards in Denbighshire will thrive

### Summary Evaluation

The status of this outcome is positive, with current performance (Q3) showing good results in the indicators, and there has been no indication from the service that we will not meet the targets.

### **Current Point Expectation: 3**

### Indicators

Title	Actual	Target	RAG
(A) The number of young people supported across Denbighshire through Families First	69	25	Green
(A) The number of multi agency panels operating in high schools within the Community First areas	2	2	Green
(A) The numbers of organisations involved	15	6	Green
(A) The number of multi agency training opportunities	5	3	Green

### Improvement Activity

Title	Status	RAG
Build on Multi Agency Panel (MAP) arrangements in Secondary Schools to develop a Team Around the Family approach	Complete	Green
Agree criteria with contributing agencies and services for identifying the 300+ most vulnerable families in Denbighshire	Complete	Green
Undertake a critical analysis of current activity in priority areas and identify the most effective model of working in that sphere of activity	Complete	Green
Work with local initiatives to develop services and empower communities to support each other and promote good relations to add value to service provision	Complete	Green
Agree and establish baseline data across the consortium	Complete	Green
Embed Families First in Denbighshire with the range of regeneration initiatives in Rhyl to ensure that physical regeneration and people focussed regeneration are completely integrated	In Progress	Green

## People have an alternative to residential care and can live independently within the community

### Summary Evaluation

The status of this outcome is positive; with current performance (Q3) showing good results in all indicators and improvement activities, where we fully expect to meet our targets.

### **Current Point Expectation: 3**

### Indicators

Title	Actual	Target	RAG
(A) The number of flats occupied in Nant y Mor (Prestatyn)	53	53	Green
(A) The number of flats occupied in Llys Awelon (Ruthin)	95	95	Green
(A) The % occupancy of the short term care flat at Nant y Mor	-	-	n/a
(A) The % of interventions at Nant y Mor based on the Reablement ethos	-	-	n/a
(A) Independent evaluations of service users quality of life Prestatyn and Ruthin Extra Care Housing schemes	-	-	n/a
(Q) The % of people no longer needing a social care service following involvement from the Reablement & Intake Team	69	55	Green

### Improvement Activity

Title	Status	RAG
Extra Care Housing Project (Prestatyn)	Complete	Green
Extra Care Housing Project (Ruthin)	Complete	Green
Reablement Project	Complete	Green
Commission a feasibility study on a potential site in the Denbigh area	Complete	Green
Identify other suitable Extra Care Housing sites within the Denbigh area	In Progress	Amber
Evaluate the Extra Care Housing Scheme	In Progress	Green

Denbighshire's residents will be lifted above the UK and Wales 60% median income poverty lines (after housing costs) and have their financial quality of life improved

### Summary Evaluation

The status of this outcome is ongoing but current figures indicate that we are below target for all three indicators.

*In an effort to improve performance an additional 10 hours per week overtime has been committed by the staff of the Welfare Rights Team (19/12/2011 – 31/03/2012), however, we need to double the figures in order to meet the annual target for 1000.*

*Using figures generated by Age Concern (£400k), plus overtime and chasing up results we expect target for benefit and tax credit gains confirmed to be met.*

*Our partner organisation, the Citizen's Advice Bureau (CAB), didn't receive external funding for a post which has contributed to not meeting the expected target for debt resolution. As this is outside of our control it is likely we won't be penalised for this, but it is a possibility that we may still receive a penalty.*

There is no improvement activity associated with this outcome, but currently we do not meet the target of any indicators suggests a high risk that we could lose 3 points from a possible 3 for this outcome. However, it is noted that with some overtime and focused work we could meet the target for benefits and tax credit gains confirmed reducing the points lost to 2.

### **Current Point Expectation: 1**

#### Indicators

Title	Actual	Target	RAG
(Q) The number of individuals taken above the UK & Wales poverty lines	533	750	Red
(Q) Benefit and tax credit gains confirmed	£4.57m	£5.25	Red
(Q) Debts resolved	£7.89m	£11.25m	Red

## Services for disabled children and their families are seamless and well co-ordinated

### Summary Evaluation

The Hyfrydle service has been delayed due to issues with financing from Health. We have implemented interim arrangements and have pursued the project. It is out of our control and we can demonstrate attempts to deliver the project. There is the potential to lose 1 point, although we hope that WG will not penalise us on the grounds that we can evidence our efforts to deliver the outcome. There is little more we can do to influence the delivery of this outcome.

### **Current Point Expectation: 2**

### Indicators

Title	Actual	Target	RAG
(A) The number of referrals to multi agency panel	6	10	
(A) The number of children and young people receiving multi agency intervention from Hyfrydle	0	0	Green
(A) The number of families accessing voluntary sector services from Hyfrydle	0	0	Green
(A) Children and young people receive coordinated health appointments in one visit		25	
(A) Children and families report satisfaction with services received through multi agency approach to care		40	
(Q) The % of open cases of children in need who have an allocated social worker	94.2	95	Amber
(Q) The % of initial assessments completed within 7 working days	83.9	85	Amber
(Q) The % of required core assessments completed within 35 working days	70.3	55	Green

### Improvement Activity

Title	Status	RAG
Early Support	Complete	Amber/ Green
Identify training provision in participating organisations (streamlining training courses to provide a multi-agency/joint training programme and deliver the training programme)	Complete	Amber/ Green
Set up Parent consultation mechanism	Complete	Green
Recruit Hyfrydle Integrated Services Project Manager	Not Started	n/a
Set up multi-agency panels with agreement on members, frequency and location (in the interim)	Complete	Green
Regular multi-agency panels being held	In Progress	Green
Evaluation of multi agency panel approach	Not Started	n/a

## Children and young people in Denbighshire have the education and skills to enable them to reach their full potential

### Summary Evaluation

The work associated to this outcome relates to the academic year and was completed early in the financial year of 2011/12. We can show that we exceeded our target for pupil average points score by a significant margin, although provisional figures suggest a decrease in 16-18 who are NEET we were a little off our planned target, and unfortunately the target number of pupils who left without an approved qualification increased for the first time since 2008/09.

*The pupils identified (17) as being in danger of leaving without a qualification had been individually supported. However, over half (12) came from one high school where there are high levels of deprivation and provision was historically poor. Future support from the "Reingage Project" at Rhyl High School has been successful in engaging pupils in danger of leaving without a qualification and has so far achieved significant success rates for individual pupils.*

The improvement activity was completed on track and target as planned but the deviation from target on a number of the indicators suggests a high risk that we could lose 2 points from a possible 3 for this outcome.

### **Current Point Expectation: 1**

#### Indicators

Title	Actual	Target	RAG
(A) To reduce the % of 16-18 year olds not in employment, education or training	4.32	4.20	Amber
(A) To increase the average points score per pupil aged 15 for all qualifications approved for pre-16 use in Wales	450	410	Green
(A) To reduce the % of pupils who leave full-time education without an approved qualification	0.93	0.50	Red

#### Improvement Activity

Title	Status	RAG
Project NEET: Rhyl	In Progress	Green
Moodle	In Progress	Green
Skills Forum	In Progress	Green
Learner Voice	In Progress	Green
NW Regional LA Coaching Scheme	In Progress	Green



## Anti-social behaviour and alcohol related crime is reduced

### Summary Evaluation

The status of this outcome is positive, with current performance (Q3) showing good results in all indicators, where we fully expect to meet our targets.

### **Current Point Expectation: 3**

### Indicators

Title	Actual	Target	RAG
(Q) The number of anti-social behaviour reports to the police	3905	5691	Green
(Q) Reported Anti Social Behaviour to the LA	1079	1358	Green
(Q) Alcohol related violent crime	317	591	Green
(Q) Environmental crime prosecutions carried out by the LA	333	400	Green

### Improvement Activity

Title	Status	RAG
Multi agency visits to licensed premises	In Progress	Green
Test purchasing	In Progress	Green
Management of the night time economy	In Progress	Green
Effective use of CCTV Surveillance	In Progress	Green
Alcohol Controlled Areas	In Progress	Green
Anti Social Behaviour Officer	Complete	Green
Effective Signage	In Progress	Green

## Denbighshire manages waste sustainably

### Summary Evaluation

The status of this outcome is positive, with current performance (Q3) showing good results in all indicators, where we fully expect to meet our targets.

### **Current Point Expectation: 3**

### Indicators

Title	Actual	Target	RAG
(Q) The % of landfill allowance used	56	58	Green
(Q) The residual household waste (kg per capita)	131	185	Green
(Q) The % of municipal wastes sent to landfill	40	42	Green
(Q) The % of municipal waste reused, recycled or composted	58	54	Green

### Improvement Activity

Title	Status	RAG
Joint Residual Waste Project	In Progress	Amber
Further roll out of the x2 recycling scheme	In Progress	Green

The risk of coastal flooding in west Rhyl will be reduced and communities will be aware of flood risks and have developed community resilience

### Summary Evaluation

The status of this outcome is positive, with current performance (Q3) showing good results in some indicators and improvement activity but it highlights where necessary action is required. There is an issue with participation in school activities and electronic information access. A plan has been developed to increase the number of people accessing information via electronic mediums and the service intend to visit another 7 schools before April 2012 which should reach our target. A progress update is to be provided by the service to the Corporate Improvement Team in February.

**Current Point Expectation: 3**

### Indicators

Title	Actual	Target	RAG
(A) The number of properties with a reduced risk of flooding as a result of the project	0	0	n/a
(A) The number of pupils participating in flood awareness activities in schools	180	500	Red
(A) The number of people engaged in public events or leafleting activity	1599	1000	Green
(A) The number of people accessing information via electronic means	769	1200	Red

### Improvement Activity

Title	Status	RAG
Coastal Defence Strategy	In Progress	Green
Scheme schools logo competition	Complete	Green
Planning Application	Complete	Green
Contractor Appointment	Complete	Green
Schools flood awareness project	In Progress	Green
Adult flood awareness project	In Progress	Green

## More children and young people will become active participants in sport activities

### Summary Evaluation

The status of this outcome is positive, with current performance (Q3) showing good results in all indicators, where we fully expect to meet our targets. The data is collected each school term and we are awaiting the figures for 7-11 year olds for the Autumn Winter term. This should put the current total close to the final target for the year. A potential 1 or 2 points could be deducted if we miss the key target for attendance by 7 - 16 year olds in Sport and Physical Activity. The current position is 20,000 short of the minimum target which needs to be made up in the final quarter; but we did achieve 63,000 in 2010-11. It is not clear whether anything further (additional resource etc) could be done to ensure the minimum target is met.

### **Current Point Expectation: 3**

### Indicators

Title	Actual	Target	RAG
(A) Increase the number of young people engaged in Physical Activity through the Positive Activity for Young People Project	823	600	Green
(A) Increase attendance by 7 - 16 year olds in Sport and Physical Activity opportunities delivered through the Active Young People's Programmes	42.5k	63k-67k	Green
(A) The number of people completing the Training Young Sports Leaders Course	129	60	Green

### Improvement Activity

Title	Status	RAG
Dragon Sports Scheme	In Progress	Green
5 x 60 Scheme	In Progress	Green
Positive Activities for Young People Project	In Progress	Green
National Aquatics Plan	In Progress	Green

Efficiency savings are realised through improved contracting and the cost of the procurement process is reduced

### Summary Evaluation

The status of this outcome is ongoing but current figures indicate that there is some work required in order to ensure success this year. The service is confident that this can be achieved and are focusing on completion of the necessary work to satisfy the outcome agreement target. This confidence removes the expected risk that points could be deducted.

**Current Point Expectation: 3**

### Indicators

Title	Actual	Target	RAG
(A) The total procurement efficiency savings realised		£200k	Green
(A) The % implementation of the corporate e-procurement solution	68	80	Amber

### Improvement Activity

Title	Status	RAG
Deliver efficiency savings against the North Wales Procurement Partnership work programme	In Progress	Green
Implementation of a corporate e-procurement solution	In Progress	Green



**Report To:** Performance Scrutiny Committee  
**Date of Meeting:** 23 February 2012  
**Lead Officer/Member:** Head of Business Planning and Performance/Leader  
**Report Author:** Corporate Improvement Manager  
**Title:** Corporate Risk Register

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## **1. What is the report about?**

- 1.1. This report presents the new Corporate Risk Register for Denbighshire County Council (attached).

## **2. What is the reason for making this report?**

- 2.1 To provide assurance to Members that the process for developing, monitoring and reviewing the Corporate Risk Register is robust.
- 2.2 To enable the Performance Scrutiny Committee to fulfil its role in ensuring that identified risks are being appropriately addressed by the implementation of effective measures to mitigate risks. To facilitate a discussion about the actions identified to mitigate the corporate risks.

## **3. What are the Recommendations?**

- 3.1 That Members confirm that the proposed actions in the Corporate Risk Register are appropriate to address the identified risks.
- 3.2 That progress in terms of implementing the agreed actions is included, by exception, in future quarterly performance reports.

## **4. Report details.**

- 4.1 The new Corporate Risk Register has been developed by, and is owned by, the Corporate Executive Team (CET). The process for developing the Corporate Risk Register has been as follows:
- All service risk registers were reviewed by services (according to the new risk management methodology) prior to the last round of Service Performance Challenge meetings during October and November 2011.
  - The Corporate Improvement Team analysed all service risk registers to identify any risks of corporate significance or any risk themes emerging across services.
  - The Corporate Improvement Team Manager held individual meetings with the Chief Executive and all Corporate Directors on 29<sup>th</sup> November 2011 to identify potential corporate risk areas.

- A three-hour workshop with CET was held on 19<sup>th</sup> December 2011 to discuss and agree: corporate risks; inherent/residual risk scores; existing controls; and potential actions to mitigate risks.
  - A discussion took place at CET on 9<sup>th</sup> January 2012 to consider the emerging draft Corporate Risk Register; establish CET risk owners; and discuss potential actions to mitigate risks.
  - The Corporate Improvement Team Manager held individual meetings with risk owners during 10<sup>th</sup> - 20<sup>th</sup> January 2012 to discuss the proposed actions and timescales.
  - 23<sup>rd</sup> - 26<sup>th</sup> January 2012: discussions with Heads of Service regarding the proposed actions and timescales.
  - A complete draft of the Corporate Risk Register was discussed at the Senior Leadership Team (SLT) meeting on 2nd February 2012 to allow final amendments to be made, and to ensure agreement of the actions.
  - The new Corporate Risk Register was presented to the Corporate Governance Committee on 8<sup>th</sup> February 2012.
- 4.2 The Corporate Risk Register will be formally reviewed by CET following each round of Service Performance Challenges (where each service risk register will be reviewed and discussed). However, any significant new or escalating risks will be brought to the attention of CET (via the Corporate Improvement Team) as and when they are identified. CET will then take a view as to whether that risk should be included in the Corporate Risk Register.
- 4.3 Following each formal review of the Corporate Risk Register (twice per year), the revised document will be presented to the Performance Scrutiny Committee. It is proposed that progress in terms of implementing the agreed actions is included, by exception, in future quarterly performance reports (see recommendation in paragraph 3.2).
- 4.4 Actions identified to address corporate risks will be included in the appropriate Service Plans from 1<sup>st</sup> April 2012, which will enable lead Performance Scrutiny Members to monitor progress. Any performance issues in relation to these activities could then also be highlighted as part of the Service Performance Challenge process.
- 4.5 The Council's Internal Audit function provides independent assurance on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the council. It also offers independent challenge to ensure the principles and requirements of managing risk are consistently adopted throughout the Council. Internal Audit Services also use information from our service and corporate risk registers to inform its forward work programme.
- 4.6 An annual review and report on progress of the risk management policy, produced for the Corporate Governance Committee, will identify weak areas that need to be strengthened to improve the risk management process.



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

5.1 The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the Council's ability to deliver its objectives, including its corporate priorities. The identified controls and actions are therefore crucial to the delivery of the corporate priorities.

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

6.1 The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.

## **7. What consultations have been carried out?**

7.1 Details of the consultation undertaken to develop the Corporate Risk Register are contained in paragraph 4.1.

## **8. Chief Finance Officer Statement**

8.1 There are no financial implications arising from the process outlined in this report for developing, monitoring and reviewing the Corporate Risk Register.

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

9.1 The main risk about the new risk management process is that the registers are not regularly reviewed and do not therefore become a dynamic management tool. However, the new process is fully integrated into the Council's performance management framework which should therefore ensure that this does not happen.

## **10. Power to make the Decision**

- Local Government Act 2000.

### **Contact Officer:**

Corporate Improvement Manager  
Tel: 01824 706063

Denbighshire County Council  
2011 - 2012





Risk Register

	Inherent	Residual	Page
<b>DCC001</b> The risk of a serious safeguarding error where the council has responsibility. This risk is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. CRB criteria are also changing which may increase the	B2	C2	<a href="#">Link</a>
<b>DCC002</b> The risk of a judicial review of care home fees ruling against the council. The risk here is that the additional costs associated with care home fees are over & above what is currently built into the Medium	C2	C3	<a href="#">Link</a>
<b>DCC003</b> The risk that demographic change leads to un-resourced demands on council services. This may not be an acute problem within the next 4 years (with the exception of adult social care), but it will be	D5	D5	<a href="#">Link</a>
<b>DCC004</b> The risk that we are unable to develop the staff and management capability to deliver the change agenda. The council currently does not have the internal capacity to deliver this change. Some of the issues include: inconsistent management; resistance to change; and a weakness in succession planning.	B2	B2	<a href="#">Link</a>
<b>DCC005</b> The risk that the time and effort invested in collaboration is disproportionate to the benefits realised. Collaboration is not voluntary; it is a requirement of the Compact. However, it is resource intensive and benefits realisation can be difficult. This risk can be compounded by the nature and commitment of collaboration partners.	B2	B2	<a href="#">Link</a>
<b>DCC006</b> The risk that the economic environment worsens beyond current expectations, leading to additional demand on services and reduced income. Although we do have a 3-yr indicative settlement, this position could change overnight (e.g. collapse of the Euro).	C1	C1	<a href="#">Link</a>
<b>DCC007</b> The risk that critical or confidential information is lost or disclosed.	B3	C3	<a href="#">Link</a>
<b>DCC008</b> The risk that political change impacts on the ability of the political leadership (Leader/Cabinet) to deliver a difficult agenda.	C2	C3	<a href="#">Link</a>
<b>DCC009</b> The risk that strategic ICT does not enable improvement and support change. This risk is growing, and will continue to grow until we act decisively to mitigate the risk.	A2	A2	<a href="#">Link</a>
<b>DCC010</b> The risk that our asset portfolio becomes an unmanageable liability and an obstacle to strategic planning.	B2	C2	<a href="#">Link</a>
<b>DCC011</b> The risk of a severe weather event, over and above expected patterns of seasonal weather. Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery.	E1	E1	<a href="#">Link</a>
<b>DCC012</b> The risk of a significantly negative report(s) from external regulators.	C2	D3	<a href="#">Link</a>
<b>DCC013</b> The risk of significant financial liabilities resulting from the failure of an external organisation (e.g. Arms Length Management Organisations, facilities with lease arrangements, etc)	C2	C2	<a href="#">Link</a>
<b>DCC014</b> The risk of a health & safety incident resulting in the loss of life.	D1	E1	<a href="#">Link</a>

## Risk Assessment Criteria

LIKELIHOOD	Event is almost certain to occur in most circumstances	>70%	Almost Certain	A					
	Event likely to occur in most circumstances	30-70%	Likely	B					
	Event will possibly occur at some time	10-30%	Possible	C					
	Event unlikely and may occur at some time	1-10%	Unlikely	D					
	Event rare and may occur only in exceptional circumstances	<1%	Rare	E					
					5	4	3	2	1
					Very Low	Low	Medium	High	Very High
Service Performance	Minor errors or disruption	Some disruption to activities / customers	Disruption to core activities / customers	Significant disruption to core activities. Key targets missed	Unable to deliver core activities. Strategic aims compromised				
Reputation	Trust recoverable with little effort or cost	Trust recoverable at modest cost with resource allocation within budgets	Trust recovery demands cost authorisation beyond existing budgets	Trust recoverable at considerable cost and management attention	Trust severely damaged and full recovery questionable and costly				
Financial Cost (£)	<£50k	£50k - £250k	£250k - £1m	£1m - £5 m	>£5m				
IMPACT									

### Corporate Risk Severity Key

	Minor	Risk easily managed locally – no need to involve management
	Moderate	Risk containable at service level – senior management and SLT may need to be kept informed
	Major	Intervention by SLT and / or CET with Cabinet involvement
	Critical	Significant CET and Cabinet intervention

## Denbighshire County Council

Register Owner: Corporate Executive Team

Updated: 03.02.12

Risk Description	Owner	Impact / Consequence	Inherent Risk	Controls to Manage Risk (in place)	Residual Risk	Further Actions	Action Owner	Action Date
<b>DCC001</b> <i>Professional / Managerial</i> <b>The risk of a serious safeguarding error where the council has responsibility.</b> This risk is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. CRB criteria are also changing which may increase the risk.	Sally Ellis	Significant reputational loss. Possible intervention by Welsh Government. Legal/compensation costs.	<b>B2</b>	Child protection & Safeguarding Procedures. Regular training of staff in Children & Family Services. Corporate Safeguarding Training Programme. Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse. Framework of self-assessment for schools in relation to safeguarding has been established. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding.	<b>C2</b>	Develop a programme of targeted training for specific group, based on risk (e.g. school transport & licensing).  Incorporate safeguarding employment practices into the HR audits.	Leighton Rees	31-Mar-12
	<u>Lead Member(s):</u> Cllr Morfudd Jones Cllr Pauline Dobb						Linda Atkin	31-Mar-12
<b>DCC002</b> <i>Legislative / Regulatory</i> <b>The risk of a judicial review of care home fees ruling against the council.</b> The risk here is that the additional costs associated with care home fees are over & above what is currently built into the Medium Term Financial Plan (MTFP).	Sally Ellis	Financial cost is potentially more than that currently put aside. Potential additional fees for other areas of social care could follow. Reputational impact of negative publicity attached to an unfavourable judicial review.	<b>C2</b>	Resources have been set aside in the MTFP to cover potential additional costs.	<b>C3</b>	Develop clear methodology to calculate care home fees. This is currently being progressed on a sub-regional basis.  Develop a regional methodology for calculating care home fees.	Phil Gilroy	28-Feb-12
	<u>Lead Member(s):</u> Cllr Pauline Dobb						Phil Gilroy	31-Mar-13
						Work with DVSC to develop a self-assessment framework for 3rd party organisations to ensure that safeguarding procedures are in place.	Sally Ellis	30-Apr-12
						Review the contingency within the MTFP prior to 2013-14 budget agreement to ensure it is sufficient.	Paul McGrady	31-Jan-13

Risk Description	Owner	Impact / Consequence	Inherent Risk	Controls to Manage Risk (in place)	Residual Risk	Further Actions	Action Owner	Action Date
<b>DCC003</b> <i>Community</i> <b>The risk that demographic change leads to un-resourced demands on council services.</b> This may not be an acute problem within the next 4 years (with the exception of adult social care), but it will be important not to lose sight of it in the longer term.	Sally Ellis	The council is unable to meet the increased demand for services in particular areas. Therefore the quality of service provision is affected.	<b>D5</b>	The control environment here is the strategic planning process, which requires full consideration of the changing demographic profile of the county as part of corporate and service planning activities.	<b>D5</b>	Review the Corporate Performance Management Framework to ensure that the need to consider demographic change is an explicit requirement.  Develop links between demographic change and the Closer to the Community Board to develop actions aimed at ensuring that demographic change becomes an established part of strategic planning.	Alan Smith	31-Mar-12
	<u>Lead Member(s):</u> Cllr Hugh Evans Cllr Pauline Dobb						Complete / agree Corporate Engagement Strategy, to include mechanisms for ensuring that the views of older people are gathered and taken account of.  Develop performance management framework for The BIG Plan (as various outcomes are relevant to demographic change).	Alan Smith
<b>DCC004</b> <i>Professional / Managerial</i> <b>The risk that we are unable to develop the staff and management capability to deliver the change agenda.</b> The council currently does not have the internal capacity to deliver this change. Some of the issues include: inconsistent management; resistance to change; and a weakness in succession planning.	Mohammed Mehmet	The council is unable to deliver the associated savings incorporated into the MTFP. In addition, this could impact on the delivery of the planned collaboration savings.	<b>B2</b>	The fact that the residual & inherent risk scores are the same (and red) suggests that our current control environment in this area needs to be strengthened.	<b>B2</b>	Role of the Older People's Champion to be included in the revised Constitution.  Priorities for the role of the Older People's Champion (in revised Constitution) to be agreed with the Leader, and appropriate support identified by officers on a cross council basis.	Gary Williams	31-Mar-12
	<u>Lead Member(s):</u> Cllr Paul Marfleet					Consider the development of a new corporate priority focussed on addressing this issue.  Alignment of workforce, ICT and office accommodation strategies.  Delivery of the Progress Through People Action Plan.	Sally Ellis	31-Mar-13

Risk Description	Owner	Impact / Consequence	Inherent Risk	Controls to Manage Risk (in place)	Residual Risk	Further Actions	Action Owner	Action Date
<b>DCC005</b> <i>Partnership / Contractual</i> <b>The risk that the time and effort invested in collaboration is disproportionate to the benefits realised.</b> Collaboration is not voluntary; it is a requirement of the Compact. However, it is resource intensive and benefits realisation can be difficult. This risk can be compounded by the nature and commitment of collaboration partners.	Mohammed Mehmet	The council is unable to deliver the planned savings within the MTFP. If collaboration doesn't work, we may miss opportunities to deliver service improvements. Reputational impact of failure to deliver collaboration (particularly the Compact).	B2	The fact that the residual & inherent risk scores are the same (and red) suggests that our current control environment in this area needs to be strengthened.	B2	The council to establish a clear position in relation to the role it will play in implementing the Compact, ensuring that our input is proportionate to the potential benefits.	Mohammed Mehmet	30-Apr-12
	<u>Lead Member(s):</u> Cllr Hugh Evans Cllr Paul Marfleet Cllr Julian Thompson-Hill	Paul McGrady	Each service to review current efficiency savings targets which look difficult to deliver. Potential alternatives to be identified and discussed in the next round of Service Performance Challenges.					
<b>DCC006</b> <i>Economic &amp; Financial</i> <b>The risk that the economic environment worsens beyond current expectations, leading to additional demand on services and reduced income.</b> Although we do have a 3 year indicative settlement, this position could change overnight (e.g. collapse of the Euro).	Bethan Jones	The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.	C1	The council has no control over the global economy or the WG settlement. Therefore the residual & inherent risk scores are the same.	C1	Develop alternative financial plans based on a different scenario, i.e. what would we do if our budget was cut by 5%?	Paul McGrady	28-Feb-13
	<u>Lead Member(s):</u> Cllr Julian Thompson-Hill	Paul McGrady	Coordinated approach to ensure services consider the implications of significantly reduced income due to the economic environment				Services to identify alternatives for current efficiency targets that look difficult to deliver (to be discussed in next round of Service Performance Challenges)	Paul McGrady
<b>DCC007</b> <i>Legislative / Regulatory</i> <b>The risk that critical or confidential information is lost or disclosed.</b>	Hywyn Williams	Reputational damage. Criticism from external regulators (e.g. WAO conducting a review of information management across Welsh Authorities in 2012). Fines from the Information Commissioner's Office (precedent of fines of up to £130k for single breach of data protection act).	B3	Our controls are particularly strong on the technical (i.e. electronic side), and work has been undertaken to improve the position with paper. The council achieves GCSX accreditation every year which demonstrated compliance with UK Government Code of Connection. Mobile racking has been installed, which doubled the capacity in the corporate stores, and archiving backlog dealt with. Staff workshops delivered on good archiving practices.	C3	Submit business case to CET for additional resources to manage Freedom of Information requests (FOIs).	Jamie Groves	31-Mar-12
	<u>Lead Member(s):</u> Cllr Paul Marfleet	Cara Williams	Submit bid under Phase 2 of ICT Strategy to move essential paper records to electronic format, utilising EDRMS.				Strategy to move essential paper records to electronic format, utilising EDRMS.	Cara Williams
		Create/agree retention schedules for information: paper & electronic				Agree timescales for application of agreed retention schedules within each service.	Cara Williams	30-Apr-12
		Ensure that our frameworks for information management are legally compliant (e.g. in relation to FOI, DPA, etc.				Ensure that our frameworks for information management are legally compliant (e.g. in relation to FOI, DPA, etc.	Gary Williams	30-Apr-12

Risk Description	Owner	Impact / Consequence	Inherent Risk	Controls to Manage Risk (in place)	Residual Risk	Further Actions	Action Owner	Action Date
<b>DCC008</b> <i>Political</i> <b>The risk that political change impacts on the ability of the political leadership (Leader/Cabinet) to deliver a difficult agenda.</b>	Mohammed Mehmet  Lead Member(s): Cllr Hugh Evans	Member/officer relationships (including with WG) deteriorate. Loss on momentum in terms of delivering the change agenda. Council is unable to deliver difficult decisions.	<b>C2</b>	The control environment here is around the work being done to prepare for the new Council in May 2012.	<b>C3</b>	SLT / Cabinet awayday to be held within first 3 months following the May 2012 elections to agree approach to new corporate priorities for the Corporate Plan 2012-16.	Mohammed Mehmet	31-Jul-12
<b>DCC009</b> <i>Technological</i> <b>The risk that strategic ICT does not enable improvement and support change.</b> This risk is growing, and will continue to grow until we act decisively to mitigate the risk.	Hywyn Williams  Lead Member(s): Cllr Paul Marfleet	Staff are not able to respond to the change agenda. The council is unable to deliver planned efficiency savings as ICT acts as a barrier to change. Residents are unable to access information effectively.	<b>A2</b>	ICT Strategy (developed in conjunction with SLT) agreed. The fact that the residual & inherent risk scores are the same (and red) suggests that our current control environment in this area is weak. This is a reflection of the fact that the ICT Strategy is in its early stages.	<b>A2</b>	Delivery of Phase I of the ICT Strategy.  Agree (and then deliver) Phase II of the ICT Strategy .	Cara Williams  Cara Williams	31-Mar-12  31-Mar-13
<b>DCC010</b> <i>Economic &amp; Financial</i> <b>The risk that our asset portfolio becomes an unmanageable liability and an obstacle to strategic planning.</b>	Bethan Jones  Lead Member(s): Cllr Paul Marfleet	The council has to spend an increasing proportion of available resources on maintaining deteriorating assets. The council has an unsustainable asset portfolio.	<b>B2</b>	The Corporate Asset Management Plan. Similar to DCC009, our current control environment is weak in this area. However, it is felt that we do have the current capacity, capability and drive to deliver a solution, hence the lower residual risk score.	<b>C2</b>	Review of the Corporate Asset Management Plan to provide a clearer picture of where we want to be with the asset portfolio.  Peer review of the Corporate Asset Management Plan.	Paul McGrady  Paul McGrady	31-Mar-13  30-Jun-13
<b>DCC011</b> <i>Environmental</i> <b>The risk of a severe weather event, over and above expected patterns of seasonal weather.</b> Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery.	Mohammed Mehmet  Lead Member(s): Cllr Sharon Frobisher	Significant disruption to core services. Serious injury or fatality due to road network closure. Reputational risk to the council if unable to deal with issues.	<b>E1</b>	The control environment in this area is the joint Emergency Planning Unit (Denbighshire & Flintshire).	<b>E1</b>	Alignment of workforce, ICT and office accommodation strategies.  Annual review of maintenance backlog for schools (taking into account Modernising Schools Programme) to enable prioritisation within funding available in the Capital Plan.  Review the joint arrangements with Flintshire to provide assurance that they are robust.  Review our preparations for highways winter maintenance, and our contingency plans to respond to unexpected scenarios.	Paul McGrady, Linda Atkin and Cara Williams  Jackie Walley  Stuart Davies	31-Mar-13  31-Jan-13  31-Mar-13



Risk Description	Owner	Impact / Consequence	Inherent Risk	Controls to Manage Risk (in place)	Residual Risk	Further Actions	Action Owner	Action Date
DCC0012 <i>Legislative / Regulatory</i> The risk of a significantly negative report(s) from external regulators.	Mohammed Mehmet	Reputational damage. Potential intervention by the WG. Significant resources may be required to be diverted to deliver immediate and substantial change.	C2	The corporate performance management framework.	D3	Develop a more formal framework for co-ordinating self-assessments to support regulatory activities.	Alan Smith	31-Mar-13
	Lead Member(s): Cllr Hugh Evans					Implement new approach to target setting (as agreed by SLT) for 2012-13 Service Plans.	Alan Smith	31-Mar-12
DCC0013 <i>Partnership / Contractual</i> The risk of significant financial liabilities resulting from the failure of an external organisation (e.g. Arms Length Management Organisations, facilities with lease arrangements, etc)	Hywyn Williams	Capital liabilities. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery. Reputation damage to the council.	C2	Council representation on Boards, and Heads of Service providing strategic leadership to facilities. Financial support and subsidies being provided. Resources have been committed to improve financial monitoring of facilities. Review of Clwyd Leisure underway.	C2	Complete report of the review of Clwyd Leisure (so that further decisions on required actions can be made).  Finalise the long term strategy for Bodelwyddan Castle	Alan Smith  Steve Parker	30-Apr-12  31-Jul-12
	Lead Member(s): Cllr Paul Marfleet Cllr Pauline Dobb							
DCC0014 <i>Physical Hazards and H&amp;S</i> The risk of a health & safety incident resulting in the loss of life	Hywyn Williams	Loss of life. Significant reputational loss. Substantial legal/compensation costs. Criminal prosecution of senior staff.	D1	Corporate approach to hazard identification in response to the HSE Strong Leadership Project. New H&S Committee established with representation from each service, plus meetings established with groups of services. Strategic leadership provided by Corporate Director with responsibility for health and safety. Improved efficiency through on-line & phone line incident reporting and new HSMS for county	E1	Review existing workplace transport assessments, especially at schools, and revise priority list including costs. Test current site management controls and monitor the implementation of recommendations.  Implement a fire risk management system to accompany the fire risk assessment review programme, including implementation of recommendations. Test current site controls and report on performance. Deliver training for property services staff and asset managers on the fire risk assessment review process.	Linda Atkin  Linda Atkin	30-Sep-13  30-Sep-13
	Lead Member(s): Cllr Paul Marfleet					Deliver Strong Leadership Project: Year 2. Undertake and report on service inspections based on gap analysis data collated in year 1. Monitor implementation of recommendations.  Develop a clear corporate accountability framework for health & safety	Linda Atkin  Hywyn Williams	31-Mar-13  30-Sep-12

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Agenda item: 9

<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>23<sup>rd</sup> February 2012</b>
<b>Lead Member:</b>	<b>Lead Member for Regeneration and Tourism</b>
<b>Report Author:</b>	<b>Head of Housing Services</b>
<b>Title:</b>	<b>Housing Services</b>

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**1. What is the report about?**

The performance of the Council's Housing Services' Department in the four areas identified by the Committee for scrutiny

**2. What is the reason for making this report?**

The Committee requested that information be provided to it on the Department's performance in following four areas:

- Delivering the Welsh Housing Quality Standard (WHQS);
- Waiting Lists and Allocations;
- Tenancy Agreements; and
- Rent Arrears

**3. What are the Recommendations?**

That the Committee:

- 3.1 considers the information provided on the Housing Services Department's performance in the four areas outlined in the attached reports and comments accordingly;
- 3.2 provides feedback to the Single Access Route to Housing (SARTH) Steering Group on the progress to date with the development of this initiative; and
- 3.3 based on the information provided determines whether any of the above areas merit further detailed scrutiny.

**4. Report details.**

- 4.1 In June 2011 the Committee requested to be provided with information on the performance of the Council's Housing Services' Department in the following areas: Delivering the Welsh Housing Quality Standard (WHQS), waiting lists and allocations, tenancy agreements and rent arrears.

4.2 As each of these subject areas required some considerable background details, in order to do justice with each topic individual reports have been compiled on each one. These reports are attached as annexes to this report. They are:

- Delivering the Welsh Housing Quality Standard (WHQS) (**Annex A**);
- Housing Allocations and Choice Based Lettings Pilot (**Annex B**);
- Tenancy Agreements (**Annex C**); and
- Rent Arrears (**Annex D**)

4.3 Although the Committee did not specifically request a report on the Single Access Route to Housing (SARTH) Project, information on this Project has been included at **Annex E** to this report. The reason for its inclusion is that this initiative represents a potential way forward to address future social housing needs across the North Wales region. The Committee is therefore asked to comment on the development of this initiative.

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

See each individual report

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

See each individual report

**7. What consultations have been carried out?**

See each individual report

**8. Chief Finance Officer Statement**

See each individual report

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

See each individual report

**10. Power to make the Decision**

Article 6 of the Council's Constitution

**Contact Officer:**

Head of Housing Services

Tel: 01824 712955

**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 23<sup>rd</sup> February 2012

**Lead Member / Officer:** Lead Member for Regeneration and Tourism

**Report Authors:** Head of Housing Services/Design and Construction Team Manager

**Title:** Delivering the Welsh Housing Quality Standard

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### **1. What is the report about?**

To update Performance Scrutiny Committee on progress in meeting the Welsh Housing Quality Standard

### **2. What is the reason for making this report?**

The report provides an update on progress to date in delivering WHQS and outlines the forward programme of works to bring all stock up to the same high quality standard.

Details relating to customer satisfaction, wider regeneration benefits and progress compared with other Local Authorities are provided to enable members to compare and contrast the performance of Denbighshire compared with that of other Local Authorities in Wales.

An overview of the costs of the programme to date and some of the challenges faced as a result of asbestos works, changes in regulation and specification and exceptional works are also outlined for information.

### **3. What are the Recommendations?**

That members note the good progress being made to deliver the Welsh Housing Quality Standard.

### **4. Report details.**

The Housing refurbishment programme commenced in 2005 and was allocated into a number of "lots" in order to spread the work more evenly across the geography of the county, to provide better value for money and to ensure the works could be effectively programmed by the building industry. Five housing contract "lots" were successfully tendered through the housing refurbishment framework contract with contracts 1-4 now complete and Contract 5 due for completion in May 2012.

Since 2009 DCC have completed refurbishment to 992 properties to bring them up to the WHQS standard. There are currently 103 properties outstanding on contract 5, and once completed this will bring the total number of properties refurbished between 2009 and 2012 up to 1095 dwellings.

Prior to 2009, a further 1,500 properties were refurbished which brings the total number of properties now fully improved up to **2500** units.

2.2 Future Works Programme. Please refer to Appendix 1

Following the success of Contracts 1 to 5, Contracts 6, 7 and 8 are scheduled to be tendered utilising the housing refurbishment framework agreement.

The following delivery programme has been agreed for contracts 6 to 8 :-

Contract 6	No. of properties to be refurbished	229
	Proposed Tender date	20 <sup>th</sup> Jan 2012
	Proposed site start date	19 <sup>th</sup> Mar 2012
Contract 7	No. of properties to be refurbished	193
	Proposed Tender date	29 <sup>th</sup> Feb 2012
	Proposed site start date	26 <sup>th</sup> Apr 2012
Contract 8	No. of properties to be refurbished	195
	Proposed Tender date	30 <sup>th</sup> Mar 2012
	Proposed site start date	26 <sup>th</sup> May 2012

Contracts 6, 7 and 8 also include for window and external door replacement and new heating installations. (These items of work were not required in Contracts 1 to 5). Currently a number of detailed surveys are being completed to identify properties which may require additional improvements. Accurate information can then be included within the tender documentation to ensure expenditure on future contracts is accounted for prior to the work starting.

#### Costs

Whilst the improvement programme has been delivered within its total costs ceiling there have been a number of additional costs experienced through the programme which were not originally planned for. A summary of additional costs are outlined below for information.

#### Asbestos

An area of concern with contracts 1 to 5 was asbestos removal works. At the time of tendering, the Council utilised type 2 asbestos surveys which were subsequently superseded during the course of the contract by the much more stringent requirements under CAR (Control of Asbestos Regulations) revised 2010, with the introduction of updated requirements and, in conjunction with DCC policies, all properties surveyed now have a refurbishment type survey.

Therefore, despite initial sample testing being carried out pre-contract on 15 – 20% of stock on contracts 1 to 5, the level and quantity of asbestos encountered during the course of the works (particularly during 4 & 5) resulted in additional costs to the contract. As it could not be demonstrated that asbestos was not present in the properties not surveyed, the contractor (in line with HSE guidelines) had to assume that asbestos was present.

This change in regulation midway through a contract meant that a significant increase in expenditure arising from asbestos removal was incurred which resulted in the Council incurring £142,000 of additional costs. As a result of this within contracts 6-8 refurbishment type surveys have been carried out in line with HSG 264 legislation and the sample survey percentage has been increased to survey 50% of the stock and the tender specification shall assume that all properties will contain asbestos which should ensure that tendering contractors allow for this work in their tender thus presently a more efficient and cost effective way of dealing with asbestos on future contracts.

### **Proposed Changes to CAR 2006**

There are proposed changes to the UK Control of Asbestos Regulations 2006, these have come about so that they are brought in line with the current EC directive on asbestos. The revised regulations will mean that more employers carrying out some types of lower risk, short duration maintenance and repair work involving asbestos will have to:

- 1) Notify the HSE of this asbestos work,
- 2) Keep records
- 3) Carry out medical examinations for workers.

From a date yet to be confirmed, there will be three categories of work with asbestos as opposed to two.

**1) Licensed works** - As now, the duty holders will have to comply with all of the existing requirements' a new definition of "licensed works" is being introduced for clarity.

**2) Non-licensed works** - As now, the duty holders will be exempt from some requirements.

**3) Notifiable non-licensed works** -

This is a new category where the duty holders will be exempt from some of the requirements in Category 1, but will be required to comply with certain other requirements.

Notification will be required before work starts and medical examinations will need to be carried out before exposure begins and then at least every three years after.

This category is effectively created to ensure full compliance with the EC directive.

Category 2 – Non-licensed works will apply where:

- a) The exposure of employees to asbestos is sporadic and of low intensity; and
- b) It is clear from risk assessment that exposure to asbestos will not exceed the control limit; and
- c) The work involves: short, non-continuous maintenance activities in which only non-friable materials are handled, or
- d) Removal without deterioration of non-degraded materials in which the asbestos fibres are firmly linked in a matrix, or
- e) Encapsulation or sealing of asbestos-containing materials that are in good condition, or
- f) Air monitoring and control, and the collection and analysis of samples to ascertain whether a specific material contains asbestos.

If the above conditions (a to f) can not be fully met then the asbestos work must be carried out in accordance with either Category 1 – Licensed Works or Category 3 – Notifiable non-licensed works (depending on the type and level of asbestos involved etc...).

### **Impact on Contracts 6, 7 and 8**

Contract 6, 7 and 8 have made allowances for the removal of non-notifiable asbestos, following the refurbishment surveys, if asbestos is found to be present and is in accordance with the levels quantified in the tender document and is confirmed as :-

- 1) Licensed works – the impact on the contract would be as it is currently. The removal of the asbestos would require an approved licensed contractor to carry out these works. However the asbestos encountered on the previous contracts has in the main been non-notifiable and this is deemed a small risk. Within the new tender documentation, rates have been included for the removal of licensed asbestos and therefore the risk of an over spend is reduced.
- 2) Non-licensed works – the contracts will have made an allowance for this type of asbestos removal works, therefore there should be minimal risk to the authority.
- 3) Notifiable non-licensed works – the contracts will have made an allowance for this type of asbestos removal works, therefore there should be minimal risk to the authority financially, however there would be additional duties put onto contractor with regards to notifying the



HSE, this may result in delays to the contract depending on when the survey information is passed onto the contractor; if the duty holder can provide the asbestos survey information in a timely manner this should mitigate any delays; the authority will be required to keep records and carry out medical examinations on its employees before exposure begins and then at least every three years after.

It should be noted that these amendment were originally planned to come into effect in April 2012, however we understand from the HSE that further guidance notes are required and the implementation date will be confirmed once these guidance notes are prepared and issued, therefore the above amendments should be treated as provisional at this stage and are intended for information purposes.

### Electrical Works

For a property to meet the Welsh Housing Quality Standard, the specification stipulates a minimum number of light fittings and sockets to be provided within each room of the property.

During the works to Contract 4 and 5, the existing number of light fittings and sockets within the properties exceeded the minimum requirements of the WHQS, due to the enhanced specification at the time of build. As an authority we had a duty to not only provide the minimum requirements but also to upgrade the additional older fittings which were additional to the contract works. Variations to complete this additional work have increased expenditure by £57,000 on spend across 190 properties within contract 4 of the programme. Due to the increased number of surveys and age of the stock for contract 6/7/8 it is not expected that additional electrical works beyond the specified WHQS standard would be required.

### Additional tiling

The original tender documentation included for partial tiling only to bathrooms in accordance with the specification. Part way through Contract 4, full height tiling was instructed to four streets (64 properties) and for the whole of Contract 5. All of these properties formed part of sheltered schemes and resulted in additional costs of £37,000. A total of 200 bathrooms now benefit from additional tiling which shall enable them to convert more easily into an adapted bathroom such as a wet room or removing the bath and providing a shower. These works are carried out more costs effectively as part of a planned programme of works rather than through reactive maintenance or the disabled adaptation process. Based on an average bathroom of 19sq meters of available wall space it is estimated that these works would have cost £98,800 had they been completed through one off reactive works or individual disabled adaptations.

The level of tiling on future contracts will be significantly less given the properties on contracts 6/7/8 being predominantly general needs rather than sheltered housing.

## Void Properties & additional variations

There were extensive additional works to 11 void properties within Contract 4. These were additional to the original scope of works and as a result have cost an extra £187k to complete. The high cost of these works arose from the extensive damage caused as a result of vandalism, the lack of improvement works to a number of the void properties and enhanced works to bring the properties up to a lettable standard including upgrading windows, central heating systems and completing fire safety improvements to Maes y Cwm. Two of the void properties also required an extensive deep clean by a specialist contractor prior to works commencing.

## Disabled Adaptations

Due to the number of sheltered accommodation within Contract 5, the number of disabled adaptations that were required post contract were much higher than in previous contracts. This resulted in additional costs to the contract however due the adaptations being capitalised and programmed the Council have been able to undertake these works more cost effectively and the works undertaken should significantly reduce the number of adaptations required in future and reduce the time taken for them to be completed. The level of increased costs are presently being finalised, however based on the number of properties completed to date on Contract 5 and making an assessment on the number of remaining properties that are likely to require disabled adaptations (i.e. adapted bathrooms). It is estimated that in total 116 properties will require these additional disabled adaptations at an additional cost of £2,084 per property. The total cost of these additional works is estimated at £241,744.

## Budget

Whilst significant cost pressures have been experienced in contracts 1-5 it is worth noting that costs have not exceeded either the business plan assumptions or pre-tender estimates.

That said the service is constantly striving to improve efficiency and value for money and the work being undertaken to extend the percentage of pre tender surveys and enhance their quality and robustness for contracts 6,7 and 8 should ensure that the contract sum is more closely aligned to final account for future contracts. The following items have been identified as contributing to the previous over spend on contracts 1 to 5, therefore the following measures have been taken to reduce the potential risk of an overspend on Contracts 6, 7 and 8:-

**Asbestos** - To minimise risk to the authority and provide greater cost certainty, the tender documentation for Contracts 6, 7 and 8 have assumed

that all ceilings and floor tiles contain asbestos. This will ensure that the tendering contractors make an allowance in their tender for all associated asbestos removal. However, if subsequent asbestos surveys indicate no asbestos to be present, this will lead to a cost saving on the contracts.

**Electrical Variation** - The current properties presently fall below the minimum WHQS for electrical installations. Therefore all proposed works associated with the re-wires and upgrade of the electrical installations will be included within the new tender documents. This should minimise the risk of any future over spend in this area.

**Tiling to Bathrooms** - Following the receipt of tenders on Contract 5, a late instruction was received to include full tiling to bathrooms at a substantial cost to the contract. It has been agreed pre-tender that all bathrooms are to be partially tiled only.

**OT Requirements** - A provisional assessment of the requirements for special needs bathrooms has been made during the initial surveys of the properties and an allowance for adapted bathrooms has been incorporated into the new tender documents. This will provide greater cost certainty going forward.

**General Variation** - The specification and bills of quantities have been revised, following the regular reviews of the common variations present in Contracts 1 to 5. These common variations have been included within the new tender documentation for Contracts 6, 7 and 8. This should assist in eliminating the majority of unforeseen variations which have occurred on previous housing contracts.

### Contract 1 to 5 Cost Reports

Project	Refurbishment contract 1 (Rhyl)	Refurbishment contract 2 (North)	Refurbishment contract 3 (South)	Refurbishment contract 4 (South 2)	Refurbishment contract 5 (North 2)	Total
Client budget	2,400,000	2,100,000	2,200,000	2,000,000	1800,000	10,500,000
Pre tender estimate	2,200,000	1,980,500	1,855,519	1,900,000	1,758,631	9,694,650
Contract sum	1,463,731	1,579,819	1,563,094	1,646,798	1,714,680	7,968,122
Anticipated final account	1,580,251	1,902,246	1,309,320	1,928,117	2,235,543	8,955,477
Number of properties (tender stage)	212	218	209	237	233	1,109
Number of properties (current)	197	218	213	232	229	1,109

## Examples of added value

### Local Suppliers

The improvement works programme has enabled contractors to support local supply chains for example kitchens are purchased from Howden's Joinery based in Denbigh. As part of our agreement, Howdens supply a free kitchen design service within the contract which ensures that kitchens are specified in line with WHQS and take into consideration tenants own requirements. The components required to improve bathrooms and other associated building works are also sourced from local supply chains with the Denbighshire vicinity.

### Local Labour

Adever Construction were appointed for contracts 2,4 & 5 and have so far recruited 8 apprentices including joiners and wet trades since starting on the improvement programme in 2010. Adever have also employed two locally based office staff, both of who were unemployed prior to their placement with the company.

All sub-contractors working for our current principal contractor are locally based firms in North Wales. A high percentage of site personnel currently working on the improvement programme also have a Denbighshire postcode.

Bramall Construction delivered contracts 1&3 and whilst they did not directly appoint any apprentices they did work with electrical sub-contractors, JDE (Mold) who took on two apprentice electricians to work on the improvement programme. The local labour level fluctuated throughout contracts 1&3 , however on average 69% of site personnel were from a Denbighshire postcode with 12% having a Welsh postcode, the remaining 19% were out side of the area but included management staff from their Liverpool based office.

Mansell Contractors were awarded a 3 year contract and directly employed 4 local Joiners and 2 local multi skilled operatives. They also employed two Tenant Liaison Officers from the locality. All domestic plumbing was completed by a local Rhyl firm (Total Trade) with approximately 50% of the rewires also being completed by a North Wales firm. (JDE, Mold).

Heating Programme - All works were completed by Clwyd Heating ensuring that 100% of the work was completed by local labour.

Window & Door Programme - All installers were directly employed by Solar Windows from South Wales - Solar employed one local storeman during the contract who was DCC tenant from Denbigh.

## Smart Waste

Adever Construction are committed to improving the way in which they process site waste through their own smart waste policy. All site waste is transferred from site immediately to reduce the amount of skips use during the refurbishment. All waste materials are recorded to ensure their recycling targets are met which also minimises the amount of waste going to landfill. Adever Construction are currently in discussion with a community recycling organisation to further improve the way in which they handle waste and to support community inclusion and third sector enterprise.

## Loft & Cavity Insulation Programmes

All fully improved homes also benefit from loft and cavity wall insulation. This is at no cost to the authority as CERT & CESP funding is obtained for these improvements. This improves the thermal efficiency of our homes, improves the RdSap rating and significantly reduces energy costs for tenants.

## Environmental Improvements

As part of the WHQS improvement programme, Housing Services has also been investing a £500,000 per annum budget to improvement the environmental standard of estates. Within the last financial year 15 major improvement schemes have been completed varying from large scale fencing schemes to improving playground facilities.

The benefits of Participatory Budgeting are recognised by Housing Services and a pilot project has been undertaken in Henllan which utilises £2,000 of the Environmental Improvements budget which has been added to £14,000 committed through the area member budget which has to date levered a further £2,500 from local Registered Social Landlords (RSLs) and businesses to replace play equipment in Henllan park.

Using the Council's investment to lever further resources to invest in communities is a key priority for the Service. Participatory Budgeting and other techniques will be increasing utilised as the Service seeks to optimise its investment in infrastructure and communities.

## **Tenant satisfaction**

Detailed surveys are undertaken following each improvement contract with satisfaction rates of 90% + being recorded on contracts.

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

Delivering the Welsh Housing Quality Standard is a key priority for both the Council and Welsh Government and failure to deliver the standard could potentially result in punitive regulatory action being recommended from Welsh Government.

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

The costs of delivering the Welsh Housing Quality Standard are contained within the Housing Revenue Account Business Plan and include a combination of Major Repairs Allowance, Usable Capital Receipts and prudential borrowing. The works are funded through a capital works programme and the Housing Revenue Account is viable and sustainable over the 30 year business planning period.

It should be noted however that the Business Plan was predicated upon a stock condition survey that was undertaken in 2004 which requires updating. A fresh stock condition survey shall be commissioned in February 2012 which shall enable the business plan sensitivities and assumptions to be predicated upon robust and current data.

## **7. What consultations have been carried out?**

Regular reporting to scrutiny committee has taken place and tenants have been heavily involved in the improvement works through a series of working groups dealing with environment improvements, WHQS and the selection of preferred contractors.

## **8. Chief Finance Officer Statement**

The housing improvement programme has been a major investment of almost £50m since 2005 and forms a significant element of the 30-year Housing Stock Business Plan. The financial viability of the Plan is monitored every month and reassessed in detail annually as part of the budget and rent setting process. The cost implications discussed in this report have been factored into the latest update of the Plan and it remains robust and financially viable. A key event in 2012 will be the updated stock condition survey and this will provide more reliable forecasts of future capital expenditure. The impact of the results will be modelled through the Business Plan and reported to back to elected members

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

There is a risk register relating to delivering the Welsh Housing Quality Standard however the risks associated with failing to deliver the standard are considered low with all stock expected to reach the standard by August 2013.

## **10. Power to make the Decision**

Article 6 of the Council's Constitution

## APPENDIX 1

### WELSH HOUSING QUALITY STANDARD IMPROVEMENT PROGRAMME SCHEDULE 2012/13 LOT 6

Street	Town	Numbers	Age	Units
Bryn Garth	Denbigh	7,8,11,12,15,17,19,21,27,30,31,33,34, 43,45,46,48~51,53,56,59	1949	23
Bryn Stanley	Denbigh	1,9,14,15,20,25~27,29,31,36,40,48	1962	13
Clwyd Avenue	Denbigh	20,22,25,27,30,31,33~40	1958	14
Factory Place	Denbigh	Cartref	1930	1
Henllan Street	Denbigh	Glasfryn	1900	1
Henllan Street	Denbigh	78,84,88,92,98,123,125,127	1962	8
Lon Llewelyn	Denbigh	2, 3~6,9,14~16,19,21,22,23,26,27,29,30,36	1927	18
Maes Hyfryd	Denbigh	1~5	1924	5
Maes y Goron	Denbigh	5~8,11,16~22,24,26,29,30,32,35,37~39,41~45, 47,48,51~55,57~61,64,66~73,76~80,83,84,86,89	1953	56
Myddleton Avenue	Denbigh	1~4,6~8,10,12,13,15,17~24,26,30,32,34,36, 42,44,46,48,58,62,64,66	1925	32
Myddleton Avenue		25~35(odd)	1961	6
Smithfield Road	Denbigh	8	1921	1
Maes yr Efail	Henllan	2,6,11,12,14,16,17	1951	7
Maes Sadwrn	Henllan	2~5,7,8,9,13~19,21~25	1956	19
Maes Gruffydd	Trefnant	2,10,16,23,26,28,32,34,36,37,39 43,44,45,46,47	1930	16
Maes Teg	Trefnant	1~10	1970	10
				230

### LOT 7

Bryn Haul	Ruthin	1~4,6~8	1959	7
Canol y Dre	Ruthin	1~3,5~8,10,11,13,15~17,21,22,25,26,30~33	1937	21
Haulfryn	Ruthin	2,8,9,11,14,17,19,24,27,32,33,42, 43,45~47,51,52,59,62,66,82,85,86	1954	25
Mwrog St	Ruthin	89,91,93	1912	3
Pant Glas	Ruthin	1~4,6~8	1963	7
Parc y Dre	Ruthin	52,58,61,63,68,69,74,79,100,101, 109,111,111A,112,112A,114,115,115A,116, 116A,124,131,132	1949	25
Porth y Dre	Ruthin	1,2,14,29,35,36,38,41,47,59,67	1934	11
Rhos St	Ruthin	50~62(even)	1900	7
Bryn Awelon	Llandyrnog	1,2	1964	2
Berth Glyd	Llandyrnog	1~4,1a~4a	1963	8
Maes Clwyd	Llandyrnog	11,12,13,16,17,20,21,23,26	1951	9
Maes Llan	Llandyrnog	11,12	1948	2
Bryn Llan	Llanrhaeadr	2,5	1948	2
Maes y Felin	Llanrhaeadr	4,6,9,11,17, 20,21	1953	7
Maes Hafal	Gellifor	1,4,5,6,6a, 7~10, 11,14,15,16, 17	1964	14
Bro Clwyd	Rhewl	3,9,13	1948	3
Cilgwyn	Rhewl	16,17,21,23,26	1955	5

Dolydd	Rhewl	1~15	1965	15
Glyn Castell	Llanynys	2,3,4,5	1952	4
Bro Gynan	Llanfair	2,3,4	1934	3
Bron y Clwyd	Llanfair	4, 7, 10, 13, 16, 17~20	1951	9
Maes Hyfryd	Graigfechan	2	1953	1
Colomendy	Cyffylliog	1,4,5	1949	3
Maes Caenog	Clocaenog	3,6	1951	2
Pen y Gelli	Bontuchel	3	1951	1
				196

### LOT 8

Bryn Alwen	Bettws G.G	1	1966	1
Berwyn House	Corwen	Berwyn House	1919	1
Maes Afallen	Corwen	70,71,74,77,81,82,84~89, 97~99,101,104,105, 107~114,119,121~126	1956	33
Uwch y Dre	Corwen	4,14~17,19~22,23~25,27,29,33,34,37,39,41,47 52,53a,54,55	1933	25
Maes y Llan	Carrog	5, 12~19,22	1950	10
Maes y Waen	Carrog	1	1938	1
Godre'r Coed	Cynwyd	4,5,8~12	1970	7
Hendre	Cynwyd	Hendre	1919	1
Llandrillo Rd	Cynwyd	6,7	1936	2
Maes Hyfryd	Cynwyd	1,4,6,12,19,20,22,23	1937	8
Pig y Bont	Cynwyd	Pig y Bont	1919	1
Aber View	Gwyddelwern	Aber View	1919	1
Beuno Terrace	Gwyddelwern	2,6	1919	2
Bryn Domwy	Gwyddelwern	4,9~11,16,18	1955	6
Deunant	Gwyddelwern	5,7~9	1967	4
Maes yr Efail	Gwyddelwern	2~6	1967	5
Maes Owain	Glyndyfyrdwy	1,8,10,11,15	1948	5
Rhoslan	Llandrillo	6,9,14,16, 22,24~26	1938	8
Llidiart Annie	Llantisilio	3,5,7	1963	3
Erw Deg	Llangollen	1~10	1962	10
Maes Pengwern	Llangollen	10,12,16,25,27,34,44,45,48,50,51,52, 53,54,56,57,59~61, 62~65,71	1967	26
Park Avenue	Llangollen	5,6,7,9,14	1927	5
Pengwern	Llangollen	3,9,18,23,24,27,31~33,36,39, 58,62,65,72,76,97,101,105,107,108	1950	22
Tan y Coed	Llangollen	1,3,4,5,10	1967	5
				192



Welsh Audit Office Social-housing landlords' progress towards the WHQS

Landlord (Number of homes at 31 March 2010)	Percentage of homes meeting, or projected to meet, the WHQS in full			Notes
	31 March 2010	31 March 2013	31 March 2017	
<b>Local Authorities</b>				
Isle of Anglesey (3,814)	30	80	100	In its monitoring report, the Welsh Government based its overall analysis for local authorities on figures showing that 71 per cent of the Council's properties complied in full with the WHQS at 31 March 2010 and that 100 per cent of properties would comply by 31 March 2013. However, the 2010 figure represented the overall percentage of all of the main elements of the WHQS that had been delivered across all 3,814 properties and not the percentage of homes complying with all of these elements. And the projection of full compliance by 31 March 2013 did not account for the fact that the Council had indicated that only 80 per cent of properties were expected to comply with the external works requirements. In any event, the Council is now projecting that all necessary work, including external work, will be completed by 31 March 2013.

Caerphilly (10,987)	1	10	20	Awaiting a tenant ballot on stock transfer in early 2012. The Council has indicated that it could now achieve the WHQS in full by 2019-20 in the event that tenants vote against stock transfer.
Carmarthenshire (9,125)	9	69	100	Agreed an extension to 31 March 2015 – the Council has projected 100 per cent compliance by that date.
Cardiff (13,719)	40	100	100	
Denbighshire (3,470)	50	100	100	
Flintshire (7,443)	0	5	10	Awaiting a tenant ballot on stock transfer in early 2012. The Council has revised these projections and now expects no more than 26 homes to meet the WHQS in full by 31 March 2017. The Council has revised its WHQS strategy following consultation with tenants. If tenants vote against stock transfer, the Council will be targeting its future investment on central heating, kitchens and bathrooms.

Landlord (Number of homes at 31 March 2010)	Percentage of homes meeting, or projected to meet, the WHQS in full			Notes
	31 March 2010	31 March 2013	31 March 2017	
Neath Port Talbot (9,276)	0	-	-	Housing stock transferred to NPT Homes in March 2011. In its monitoring report the Welsh Government included figures for Neath Port Talbot County Borough Council for 31 March 2013 and 31 March 2017 as part of its overall analysis for local authorities. However, we have included these projections as part of the figures for LSVT associations because the figures provided by the Council assumed compliance with the WHQS by 2016-17 and were clearly based on expectations in light of the tenant vote in favour of stock transfer in March 2010.
Pembrokeshire (5,701)	60	100	100	
Powys (5,454)	28	52	95	Agreed an extension to 31 March 2018.
Swansea (13,643)	0	0	0	Tenants voted no to stock transfer in 2007. In its monitoring report, the Welsh Government indicated that figures for the City and County of Swansea Council were not available. However, its overall analysis for local authorities was based on assumptions that none of the Council's properties complied in full with

					the WHQS, due to the Council still being in the process of identifying external works requirements.
Vale of Glamorgan (3,939)	1	12	25		Tenants voted no to stock transfer in April 2011. In its monitoring report, the Welsh Government indicated that figures for the Vale of Glamorgan Council would not be available until after the release of the results of the tenant ballot. However, its overall analysis for local authorities was based on these projections provided by the Council in advance of the tenant ballot. After reworking its business plan, the Council now anticipates being able to achieve full compliance with the WHQS by 31 March 2017.
Wrexham (11,538)	1	1	2		Tenants voted no to stock transfer in 2004.
<b>All Local Authorities (98,109)</b>	<b>15</b>	<b>42</b>	<b>51</b>		

<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>23<sup>rd</sup> February 2012</b>
<b>Lead Member:</b>	<b>Lead Member for Regeneration and Tourism</b>
<b>Report Author:</b>	<b>Head of Housing Services</b>
<b>Title:</b>	<b>Housing Allocations and Choice Based Lettings Pilot</b>

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### **1. What is the report about?**

To update members on the introduction of the new allocations procedure and to outline a pilot project to deal with low demand housing.

### **2. What is the reason for making this report?**

The report is for information and provides the opportunity for members to feedback their comments on the low demand pilot project.

### **3. What are the Recommendations?**

That members note the contents of this report and provide feedback on the low demand pilot.

### **4. Report details.**

Following a review of the Housing Allocations policy and procedure recommendations have been made to minimise the extraneous processing of application forms and resultant maintenance of a lengthy waiting list (with the effect that there is often little prospect of helping many applicants) and to refocus the service to improve pathways to housing through the provision of a more focused and proactive housing options and housing outcomes service.

The system has been overhauled to develop clearer roles and responsibilities for staff involved in the allocation and waiting list process with the new allocations system adopting a points based approach which reflects local conditions to promote sustainable communities.

To enable the council to relet vacancies efficiently and effectively with minimum rent loss and to enable strategic and local priorities to be better delivered the new allocations process shall include a triage system to identify levels of housing need, with 3 distinctive categories being utilised : low, medium & high.

The new allocations system will provide for a more dynamic process whereby applicants can more easily move between bandings as their needs and housing conditions change. The systems shall also move away from a focus upon supporting information and documentation which in effect clogged the system from applicants with little chance of being rehoused to a smarter and more targeted approach to checking and verifying information at the point of home visit rather than seeking additional information at the application stage.

This process has in-built safeguards for those applicants who may be vulnerable and require a safeguarding response. Any applications where there is reason to believe that the applicant meets the safeguarding criteria and may need assistance with their application will be able to access the following support

- contact via telephone, via representative ( i.e. carer, support worker or social worker)
- If vulnerability criteria is engaged and warranted then a home visit or if appropriate office appointment can be arranged.
- Where the applicants circumstances demand an urgent response these applications are to be forwarded without delay to the appropriate housing options/home visiting officer for assessment.

Throughout the process all applicants can expect to be treated fairly, sensitively and the policy will be consistently applied to find solutions for everyone who is applying for housing to Denbighshire County Council. In many cases the Council is unable to assist applicants in their application for Council housing therefore the purpose of the new allocations system is to encourage applicants to consider all housing options and to take a more active part in making their own decisions on their housing future options with support, advice and assistance from the housing options team.

Unfortunately for the majority of housing applicants who are requesting social housing the outcome will be disappointing as the number of applicants far outstrips the number of empty properties that are available. A range of housing option tools have been developed to help applicants access housing within the county, these include an options website, drop-in sessions, individual interviews, information packs and referrals to other services within the enhanced housing options framework. Low cost home ownership and affordable rent models shall also be promoted.

Whilst the majority of the Council's housing stock is desirable there are some properties which are less popular for a range of reasons and therefore are designated as much more difficult to let. In order to address this issue a pilot project is being developed to utilise a range of tools to let the stock once a number of defined triggers have been activated.

**Trigger Definition:**

A low demand or 'hard to let' property is a dwelling where one or more of the following symptoms are exhibited:

- a small or non-existent waiting list for the property;

- tenancy offers on a property frequently refused for reasons other than personal reasons;
- higher than normal rates of tenancy turnover for a property in an area.

Certain types of Properties are more likely to exhibit the above criteria. They are:

1. Rural sheltered stock
2. Some rural general needs stock
3. Some non-core sheltered urban stock

### **New Pilot Policy**

Where properties are identified as meeting the above criteria they will be designated a choice based letting pilot dwelling. The aim is to secure a valid letting to a person who wishes to live in the local area, with the usual proviso that the property is appropriate and suitable in terms of size, housing need etc. Research has shown that people that have a connection with an area and make an informed choice to reside in a particular area are more likely to integrate and sustain their tenancies within that community.

The designation of a property as difficult to let will trigger a different approach to allocating the dwelling which could combine some or all of the following measures:

1. Marketing and promotional information will be created specific to the property
2. The information will be released to the Local Member
3. Persons already registered for that type of housing within that locality will receive information regarding the vacancy
4. The marketing campaign shall be initially prioritised within the local area through the local press, community information boards, doctors' surgeries, local shops/post offices etc.
5. Where there is little or no take up, then the area will be widened

The pilot scheme to be reviewed after the first 6 months of implementation pending a formal evaluation after a 12 month period which should link into the finalising of the Housing Stock Asset Management Plan. This should enable informed investment decisions to be made going forward which may include recommendations to re-designate some schemes, remodelling or following a detailed options appraisal may in the most extreme case recommend disinvestment.

A report detailing the outcomes of the review shall be submitted to members for consideration in March 2013.

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

The efficient and effective allocation and letting of housing stock contributes to a number of wider corporate priorities including meeting the needs of rural

communities, supporting older people to live independent and fulfilled lives and delivering value for money.

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

The costs of delivering the service are contained within the Housing Stock Business Plan. An annual due diligence assessment by external consultants which was undertaken in February 2012 concluded that the plan and assumptions made within it were viable and sustainable over the longer term.

**7. What consultations have been carried out?**

Tenants and stakeholders will be consulted as part of the review process.

**8. Chief Finance Officer Statement**

N/A

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

Should the Council fail to adopt a more strategic and proactive approach to dealing with low demand stock it shall adversely impact upon the business plan and could have the effect of “blighting” neighbourhoods.

The pilot project aims to manage and mitigate these risks and shall be subject to appraisal and review to determine its effectiveness

**10. Power to make the Decision**

Article 6 of the Council’s Constitution



<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>23<sup>rd</sup> February 2012</b>
<b>Lead Member:</b>	<b>Lead Member for Regeneration and Tourism</b>
<b>Report Author:</b>	<b>Head of Housing Services</b>
<b>Title:</b>	<b>Tenancy Agreement</b>

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### **1. What is the report about?**

To update members on progress being made in revising and reissuing the Tenancy Agreement.

### **2. What is the reason for making this report?**

The report is for information and provides members with an update on the process for agreeing and issuing the new Tenancy Agreement.

### **3. What are the Recommendations?**

That members note the contents of this report and comment on the commitment of Housing Services to consult with tenants, members and stakeholders in drafting the new revised Tenancy Agreement.

### **4. Report details.**

The Council's current secure tenancy agreement was issued to tenants in 1996 and has not been reviewed or rewritten since that date. It is considered good practice for Landlords to regularly review tenancy agreements to ensure that they are up to date, reflect current legislation and good practice. Clearly the review of the tenancy agreement is long overdue and the service is committed to completing this work over the next 12 months.

The tenancy agreement sets out the contract between landlord and tenants and therefore needs to be legally enforceable, contain terms which are deemed fair and equitable to both Tenant and Landlord and comply with legislative requirements. It sets out the rights and responsibilities for both Landlord and Tenant which plays a pivotal role in the enforcement of tenancy conditions and the pursuit of legal action by either party.

The Tenancy agreement must be constructed using the above conditions plus the terms and conditions must not breach any "unfair contract terms" in accordance with guidance published by the Office of Fair Trading (OFT).

The Tenancy Agreement is a useful tool available to the Landlord to effectively manage the stock and promote positive community relations. There are presently two types of Tenancy Agreement which are issued by the Council – Introductory Tenancies and Secure Tenancies.

**Introductory tenancies** are provided to all new non secure tenants. This means that any new tenant is subjected to a 12 month probationary period and will have fewer rights than a secure tenant. A summary of rights which the introductory tenancy will not have are outlined below:

- The right to take in lodgers
- The right to sublet part of the property
- The right to exchange
- The right to improve the property
- The right to claim compensation for improving the property
- The Right to Buy (although the 12 month probationary period will count towards the right to buy discount once the tenancy has become secure)
- Security of tenure

**Secure tenants** enjoy the full rights afforded under the terms of the tenancy agreement.

Housing Services shall over the next 12 months draft an up to date and fit for purpose Tenancy Agreement for both Secure and Introductory Tenants and introduce a Tenant's Handbook which shall provide further guidance, information and advice in relation to the management of the tenancy and expected standards from both Landlord and Tenants.

As part of this process consultations shall be had with key stakeholders including Tenants, Local Councillors, Police, social services and support services. The new Agreement and Handbook shall be written in plain English and shall incorporate best practice to enable a more robust approach to anti social behaviour – for example whilst the existing Tenancy Agreement contains 5 separate clauses relating to the keeping of pets there is no specific clause to prevent the keeping of dogs in flats for example which is an increasing source of neighbour nuisance and anti social behaviour.

### **Next Steps**

To research and develop a draft Tenancy Agreement and handbook for consultation with Tenants and Stakeholders by October 2012. To undertake an Equalities Impact Assessment and gain Tenant Federation and Cabinet approval for December 2012 and to serve all tenants with a Notice of variation in order to legally change the conditions of tenancy in January 2013 and to issue the new tenancy agreements in February 2013.

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

Having a Tenancy Agreement which encourages good conduct, effectively tackles anti social behaviour and supports a culture of rights and

responsibilities shall contribute to a number of Corporate priorities and shall support the development of strong, vibrant and sustainable communities.

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

The costs of producing and distributing the new Tenancy Agreement and Handbook are contained within the Housing Stock Business Plan.

**7. What consultations have been carried out?**

An extensive consultation exercise shall be carried out in developing and approving the Tenancy Agreement with primary stakeholders being Tenants, Members, Leaseholders and key strategic partners.

**8. Chief Finance Officer Statement**

N/A

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

The main risk relates to the Tenancy Agreement or handbook containing conditions which may be subject to appeal or legal challenge. In order to manage this risk the service shall consider best practice within the sector and engage Legal Services and if required commission specialist legal advice.

**10. Power to make the Decision**

Article 6 of the Council's Constitution

<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>23<sup>rd</sup> February 2012</b>
<b>Lead Member:</b>	<b>Lead Member for Regeneration and Tourism</b>
<b>Report Author:</b>	<b>Head of Housing Services</b>
<b>Title:</b>	<b>Housing Services Rent Arrears Performance</b>

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### **1. What is the report about?**

To update members on rent arrears performance and current trends and emerging issues.

### **2. What is the reason for making this report?**

The report is for information and provides members with an update on the performance of the service in line with the request from Scrutiny Committee.

### **3. What are the Recommendations?**

That members note the contents of this report, the good performance of the service in this key area of operation and comment accordingly.

### **4. Report details.**

Rental Income is the life blood of any housing organisation and failure to collect rents and minimise arrears would pose a serious question mark over the viability of the business and service plans and would pose a significant threat to both the services that the Council could deliver and the reputation of Housing Services and the Council more broadly.

This report should provide re-assurance to members that the Service is performing well in relation to this key priority but it shall also flag potential dangers arising from the ongoing economic downturn and the potential impact of welfare benefit reform.

Rent Arrears are collected by a team of Estate officers working a 'patch' of Council owned homes. There are 8 patches determined on the levels of need which also incorporate other estate management services such as dealing with anti social behaviour and average out at approximately 430 homes per estates officer. Currently 34% of tenants pay full rent, 50% are on full Housing benefit and 16% on partial housing benefit. Of the tenants who either pay full or partial rent 50% pay by direct debit.

The arrears target for 2011/12 is £185, 000. Arrears levels have reduced year on year for the last 5 years and whilst the service is on track to meet this target it should be noted that generating reductions in arrears are becoming more challenging as the service is now tackling “core arrears” and the impact of changes to welfare benefits is starting to take effect (for example there has been a 27% increase in non dependent deductions in 2011/12. Non dependents are people aged over the age of 18 who live with the tenant but are not the partner of the tenant).

The performance of the Housing Service compares favourably with many other landlords. The current tenant rent arrears as a percentage of total debit stood at 1.68% for 2010/11 which was in the upper quartile for Wales. The Housing Service has recently joined HouseMark UK the leading benchmarking service provider for social housing providers in the UK. With effect from April 2012 the service will commence benchmarking performance against the All Wales Peer Group across a wide range of services with 6 of the key performance indicators being compared relating to current and former tenant arrears.

There has been a continual reduction in outstanding rent arrears for a period of 10 years. The figures at year end for the last 5 years are,

Year	Target arrears	Actual arrears
2006/7	£290,000	£278,979
2007/8	£265,000	£256,433
2008/9	£240,000	£227,028
2009/10	£225,000	£208,656
2010/11	£200,000	£189,932

Whilst good performance has been witnessed to date the service is not complacent. From April 2012 changes to benefits will include Working Tax Credit with couples with children needing to work 24 hours to qualify – one partner needs to work 16 hours. Other changes to this benefit will include loss of the ‘baby element’ which is recoverable child care reduced. This is likely to make some part time jobs untenable.

Amongst other changes it is worth flagging up from April 2013 Housing Benefit will be restricted to ‘rooms needed’ for tenants of working age (to equate with retirement pensions) which is already in place in the private sector. Children of the same sex will not be entitled to their own room until age 16 or if different sex until the age of 10. Families will be subject to increased rent payments if they are unable (or unwilling) to transfer and of course their will be limited properties available.

To meet these challenges and look to further improve performance the Income Management Service Improvement Plan has identified work which will promote financial inclusion by maximising general money/welfare benefit advice. The approach will be to allow Officers to focus the service on preventing debt and financial exclusion e.g. lack of access to a bank or

building society account, lack of access to suitable financial services and credit, lack of advice or education. The aims will go beyond reducing rent arrears level, to include a reduction in evictions, court actions and abandoned properties.

Council House rents in Denbighshire are relatively low compared to that of other social landlords which has led to a 5.65% increase in rent levels for 2012/13 compared with a 5.1% average across Wales. The Housing Service will as mentioned above target support to working tenants and those not in receipt of full housing benefit to ensure that access to benefits and income maximisation initiatives are optimised.

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

Reducing rent arrears and helping income maximisation is a key priority for the service and supports the Council strategic priorities in relation to sustaining the local economy and delivering area regeneration. Effective performance in relation to rent arrears prevention and recovery also can encourage stable tenancies to be created, enhance community sustainability and prevent costly evictions and resultant void properties.

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

The costs of delivering the service and provision for bad debt are contained within the Housing Stock Business Plan. An annual due diligence assessment by external consultants which was undertaken in February 2012 concluded that the plan and assumptions made within it were viable and sustainable over the longer term.

#### **7. What consultations have been carried out?**

Tenants will be consulted over rent increase for 2012/13 and shall have a significant input into the Service Improvement Plans which shall consider all aspects of rent collection service and the incorporation of best practice.

#### **8. Chief Finance Officer Statement**

N/A

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

General economic conditions and changes to welfare benefits will continue to present risks in the short, medium and potentially longer term. The Housing Service has recently appointed a Housing Options and Housing Benefit Liaison Officer whom shall work with both statutory and voluntary agencies to mitigate the effects of Housing Benefit and wider welfare benefits changes. Furthermore the Head of Housing has arranged for an internal audit review of rent arrears performance to be undertaken in the 2012/13 financial year which shall make further recommendations for improvement and this allied to

identifying best practice through benchmarking should manage and mitigate the risks identified above.

#### **10. Power to make the Decision**

Article 6 of the Council's Constitution

<b>Report to:</b>	<b>Performance Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>23<sup>rd</sup> February 2012</b>
<b>Lead Member:</b>	<b>Lead Member for Regeneration and Tourism</b>
<b>Report Author:</b>	<b>Head of Housing Services</b>
<b>Title:</b>	<b>Single Access Route to Housing (SARTH) Project</b>

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### **1. What is the report about?**

To update members on the development of a Single Access Route to Housing across the North Wales sub region.

### **2. What is the reason for making this report?**

The report is for information and provides the opportunity for members to feedback their comments on this important initiative.

### **3. What are the Recommendations?**

That members note the contents of this report and provide feedback which can be shared with the project steering group.

### **4. Report details.**

This report concerns the Single Access Route to Housing (SARTH) project. The project is a collaboration between the following bodies:

- Denbighshire, Conwy, Flintshire and Wrexham local authorities;
- Cartrefi Conwy, Clwyd Alyn Housing Association, Cymdeithas Tai Clwyd, North Wales Housing Association and Wales and West Housing Association;
- Glyndwr University.

The project starts from a recognition that the provision of social housing across the region must change and that the best way to do this is to work together. The project intention is to develop, if possible, a common allocations framework.

The SARTH steering group consists of senior representatives from each partner and has agreed the following aims<sup>1</sup>:

- To make services more accessible
- To meet housing need with a wider range of solutions

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<sup>1</sup> See appendix 2 for a full copy of the agreed aims and objectives of the project



- To use housing stock more effectively
- To encourage balanced and sustainable communities
- To ensure value for money
- To enhance customer service and increase customer satisfaction
- To take account of applicants' individual needs and preferences

This report shall provide members with an update on the broad principles which are guiding the evolution of the project. It is important to preface this by describing the challenges facing social housing providers in the region and to give a better understanding of why certain changes are required.

### **The challenges facing social housing landlords**

In each local authority area the number of people wanting social housing, as evidenced by the numbers on waiting lists, greatly exceeds the number of properties being let (see appendix 1). As a result, the majority of applicants on registers having no realistic chance of being rehoused in social housing for many years and as a consequence their housing needs are not being met via the allocations system.

Because there is little prospect of an increase in availability of social housing, this situation implies that the best option for the majority on registers is to look for alternative housing. However, people in this position do not consistently get timely and useful advice about alternatives. The challenge is to create better alternatives for people in this position and make them aware of them. Analysis of the management of current and past oversubscribed registers reveals that much officer time is spent dealing with people's queries about the application form, their position on the list or their points.<sup>2</sup> Given that most people on the list unfortunately will not get rehoused, this represents a waste of resources and time, both for the customer and the provider. This waste of resources is compounded by the fact that there are a large number of registers and different allocation systems.

People seeking a home must apply several times to different landlords and their application may be dealt with differently by each partner. This can lead to confusion, inconsistency and a lack of transparency. Housing associations work across county boundaries and people who apply for housing also apply in different counties. This presents a clear challenge to partners in this project to create a framework that delivers consistency across the whole region. However, the advice which people need at the point of application needs to be locally relevant.

We must achieve this consistency and transparency at the same time as ensuring that the framework is sensitive to local needs and the aim of fostering sustainable communities. The new framework needs to ensure that the most vulnerable, including people with special needs, are given the best chance of finding a home

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<sup>2</sup> Partners monitored customer queries over a period of two weeks.

To provide members with an understanding of the weaknesses within the current system two case studies are provided overleaf for illustration.

### **Case study 1**

Our first example is a family of one adult and two children who applied to Denbighshire County Council in March 2011. They were nominated to a housing association in August 2011, following which the council received no information regarding what happened to them. Their file was passed to an estates officer within the council in early November 2011 for a council vacancy, but the officer was unable to contact them. At the end of November the officer received a call stating that the family had been housed by the housing association in Ruthin back in July 2011.

This case illustrates how a single application and allocation system would make the process more transparent and easier to manage and save valuable officer time. It would more importantly ensure that those recognised to be most in need are housed first, whereas now it depends which register you are on. If the council and housing associations shared a register then each would automatically know which applicants were prioritised and what was happening with their cases.

### **Case study 2**

In this case, a family of 2 adults and one child was in need of adapted accommodation in Denbighshire because of the mother's disability. They had registered with the council and with 3 housing associations before 2006, but were unable to find accommodation. This caused them to move out of the region for two years to find social housing before returning in 2008 to live in privately rented accommodation in Denbighshire because they wanted to be closer to family. They had to move house during their time renting privately and were still looking for an adapted property when they became at risk of having to move again in late 2011 because their landlord's circumstances had changed and he was not willing to adapt the house. During this time they had fallen off the housing associations' registers though they were still on the council one. In October 2011 a suitable property became available in a housing association. Luckily, the housing association asked for a nomination because they had no-one else in need of that particular kind of adapted property and needed a nomination to balance their quotas. The family were successfully rehoused by the housing association.

This case highlights the possibility that people in need may miss out because of the multiplicity of registers and the fact that each landlord does not have automatic sight of who else may be in need on other registers. Had the housing association not needed a nomination, the person in need who was waiting longest may not have been rehoused. Such cases may be occurring currently without us knowing.

The case illustrates other issues. At the time when they opted to move out of the area, the family were told that the council had no properties for disabled

people and that they should rent privately or move elsewhere. They felt that they were being turned away because of the mother's disability. They reported later that they were not given information about other options which may have been helpful for them at the time, such as the bond scheme. They think of the system as fair but also stated that one consistent process and service would be preferable instead of different systems with different rules and too many forms and questions.

On the other hand, the eventual successful outcome of this case was helped by the cooperation of officers from different organisations through the specialist housing group, which cooperates on adapted properties. If this type of cooperation was streamlined and made a matter of course across the allocation system it would offer consistency and fairness for all applicants.

### **Principles guiding the way forward**

The challenges described above are well known to most in the social housing sector. The project steering group have identified a number of guiding principles for the project and how we should address them.

- The allocations process must be accessible and consistent and give people confidence that it is fair and effective. This is best achieved by having one system for applicants, shared by providers for the benefit of customers.
- Because partners and applicants cross boundaries, the simplest and most transparent system would be for the register and allocations framework to also be consistent across the region. This would facilitate joint working and ensure those in highest need were prioritised consistently by all partners and the best use of stock made across the region. It would also improve strategic decisions on the creation of new stock. The system should incorporate an accessible register allowing the best use of adapted properties.
- Priority must be given to those in greatest need and must incorporate the statutory requirement to prioritise those in the reasonable preference groups.
- The use of a banding system is preferred to a points system because of its transparency and fairness. Those in highest need will be given the highest banding and those in the same band will be prioritised according to date of application, because those waiting longest have been in need for longest.
- There should be provision for local letting policies and local connection criteria in order to meet local needs and build sustainable communities.
- Because the majority of people are not served by being on housing registers, we need to rethink how we help them. Rather than just going on a list, they need to be helped to solve their housing issues.
- The register should be better managed so that it does not lead to a waste and diversion of resources. We should not simply put someone on the list if they have no chance of being rehoused.

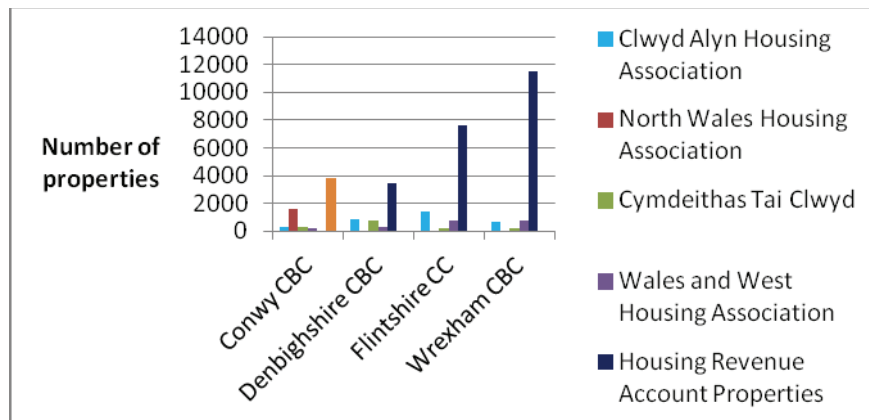
- Instead, we must create a timely and useful housing options advice service, given at the point of application which is locally expert and relevant.
- We should focus effort on creating and promoting better alternatives for the majority who we cannot directly rehouse.
- A telephone application system may be preferred because of its accessibility and the ease with which advice can be given at the point of application.
- The new framework will be consulted on with all stakeholders, including officers, members, residents and applicants.

### **Next steps in the project**

Following the agreement on the project aims and recruitment of the project development officer, the next step is to develop a common allocations framework to be consulted on with all stakeholders and piloted with some partners. This will take place over the next eighteen months.

## APPENDIX 1

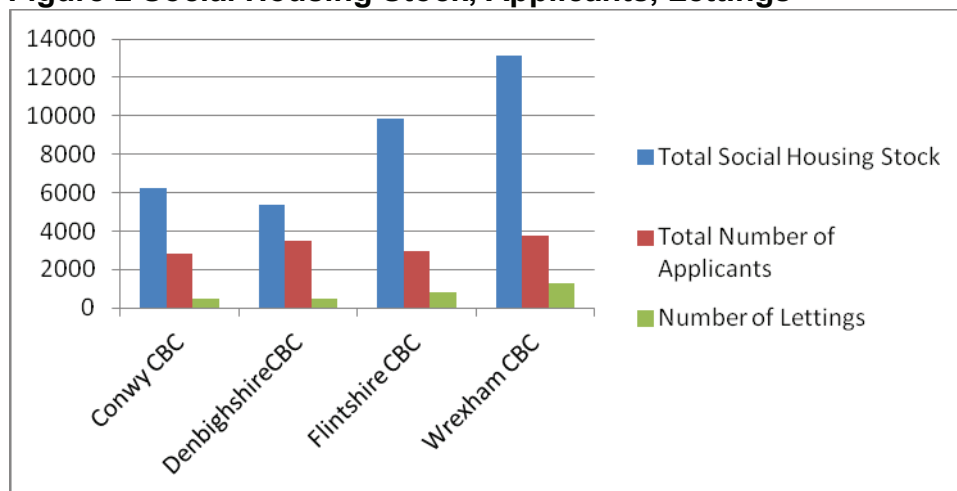
**Figure 1. Social Housing Stock by Local Authority Area.**



Source: Organisation Returns January 2010, Welsh Assembly Government 2010

Figure 1 illustrates the amount of social housing stock and its distribution across the four local authority areas.

**Figure 2 Social Housing Stock, Applicants, Lettings**



Source Organisation Responses January 2010; data Unit Wales ; WAG 2010

The data provided in Figure 2, above, suggests that:

1. The demand for social housing across the local authority areas included in the study, as evidenced by numbers on the housing registers, far exceeds supply.
2. The numbers of properties being let represents a small proportion of total stock.
3. Given the reduced number of social housing lettings, it is important to ensure that transparent systems are in place for people in need, to access social housing.
4. There is a need to ensure that customers are provided with timely advice on alternative housing options.

## **Next Steps**

A project officer has been recruited to help drive the initiative forward and a bid has been submitted to Welsh Government to part fund the development of integrated ICT systems, website development and project management costs.

A project plan has been developed and a further progress report shall be provided to scrutiny committee in the autumn of 2012.

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

The initiative is an excellent example of cross domain collaborative working across the North Wales sub region.

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

A bid has been submitted to Welsh Government and project costs are estimated to be in the region of £394, 955 over a 4 year period which would be covered partly by Welsh Government Grant and the remainder being proportionately distributed among partner organisations. The contribution from Denbighshire Council is contained within the Housing Strategy budget. Details relating to costs and impact on IT and other service areas will be worked through over the coming months and reported back to scrutiny committee.

### **7. What consultations have been carried out?**

Feedback from applicants and tenants suggests that the current system is fragmented and disjointed. Further detailed discussions shall be had with tenants, applicants and stakeholders as the allocations policy is firmed up.

### **8. Chief Finance Officer Statement**

If the proposal goes ahead, the financial commitment from Denbighshire is not significant and is a pre-existing commitment.

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

There is a risk that Welsh government will not fund the project or that the IT systems prove to disproportionately expensive or complicated to deliver.

Feedback from Welsh Government to date suggests that they strongly support the project and risks associated with IT interfacing should be mitigated through the involvement of IT teams at an early stage in the project.

### **10. Power to make the Decision**

Article 6 of the Council's Constitution

## Appendix 2 – Aims and Objectives

The broad aim of the partnership is: **To provide a common access route to a range of affordable housing options which is transparent, legal, efficient and accessible to all sections of the community.**

In doing this the partnership seeks to:

- Make services more accessible
- Meet housing need with a wider range of solutions
- Use stock more effectively
- Encourage balanced and sustainable communities
- Ensure Value for Money
- Enhance customer service
- Take into account applicants' individual needs and preferences.

### **Objectives**

The objectives of the partnership are:

- To meet the legal requirements for the allocation of social housing as set out in the Housing Act (1996), Homelessness Act (2002) and relevant Code of Guidance.
- To comply with the requirements of the Equality Act 2010 and associated legislation.
- To ensure that services are responsive to the needs and aspirations of existing and potential customers.
- To ensure that those with the greatest housing needs have those needs met.
- To ensure that the system is accessible to all potential applicants including access to information, advice, and completion of information requirements.
- To reduce barriers to mobility between local housing markets.
- To ensure that there is sufficient flexibility to respond to the needs of their customers at the community and estate level.
- To ensure consistency in the way in which applicants are treated by all the partner organisations
- To empower applicants and support them to make informed choices about where they want to live
- To provide appropriate, accurate and realistic advice relating to the availability of affordable housing at the point of application
- To provide improved services for vulnerable people who may find it difficult to apply for housing and offer continuing assistance to them in maintaining a successful tenancy;
- Help to tackle homelessness and its causes in the region/ locality.
- To provide a means *for* assessing housing need across the partnership area.
- To facilitate access to alternative housing options including low cost homeownership, intermediate rents and social and private lettings.
- To make best use of existing social housing stock
- To maximise customer satisfaction and improve the customer service housing applicants receive

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Agenda item: 10

**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 23 February 2012

**Lead Member:** Lead Member for Health, Social Care and Wellbeing

**Lead Officer:** Lead Officer: Libraries, Archives & Arts

**Report Author:** Lead Officer: Libraries, Archives & Arts

**Report Title:** Library Service Standards: Annual Report 2010-11

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## 1. What is the report about?

The report concerns the Library Service's 2010/11 performance in the annual Assessment Framework for Welsh Public Library Authorities.

## 2. What is the reason for making this report?

The Scrutiny Chairs and Vice-Chairs Group (SCVCG) requested a report on the Library Service's Annual Return 2010/11 following consideration of an assessment submitted by the Director of CyMAL (Museums, Archives and Libraries Wales) which highlighted that "the authority's performance is below average when compared with others in Wales". SCVCG specifically requested that the report focussed on the 4 areas which were registered in the lowest quartile.

## 3. What are the Recommendations?

That Scrutiny Members:

- 3.1 consider the report and the comments relating to the Library Service's performance against the Assessment Framework; and
- 3.2 provide observations with respect to the areas registering 4<sup>th</sup> quartile performance, and determine whether any future scrutiny is required.

## 4. Report details

### **CyMAL's Annual Assessment Framework for Welsh Public Libraries**

5. The Public Libraries and Museums Act 1964 sets out the statutory duty of public library authorities to "provide a comprehensive and efficient library service" and makes it a duty of the Welsh Ministers to "superintend and promote the improvement" of public library services in Wales. In accordance with these statutory requirements the Welsh Government annually assesses the Library Service's Annual Return to CyMAL, which focuses on performance against 14 Standards and a further 20 Performance Indicators.

### **Library Standards**

6. The Welsh Government's assessors confirmed that in 2010/11 Denbighshire:

- achieved 8 of the 14 Standards (2 fewer than in 2009/10)
- partly achieved 3 Standards
- failed to meet 3 Standards

The average number of Standards met by Welsh library authorities was 9, the highest number was 14, and the lowest 6. Denbighshire's performance (8 Standards) is "therefore below average when compared with others in Wales."

### **Standards Met**

7. The eight Standards met by the authority were:

- Location of Library Service points and access to them (although reference was made to the decline in performance following the removal of the mobile library service)
- Access to services for user groups with particular access requirements (e.g.: disabled access, housebound library service, accessible IT)
- Opening hours (Standard met despite the 12% reduction in library opening hours)
- ICT facilities for public use
- Amount of stock available for public use and lending
- Expenditure on Welsh Language materials and Welsh writing in English
- Expenditure on library buildings (Denbighshire's matchfunding for the CyMAL funded Rhyl refurbishment was commended)
- Implementation of all 8 Citizen Entitlements for public libraries in Wales (free access to books, ICT, online information, book requests etc)

### **Standards Partly Met**

8. Denbighshire was acknowledged to have partly met 3 of the Standards:

- Number of stock purchased during the year. (The number of children's book purchased placed Denbighshire in the top 10 and reflected the service priorities in supporting literacy development and children's reading for pleasure. However, the number of books purchased for adults did not meet the minimum standard, due to an insufficient bookfund.)
- Satisfaction of requests within 7 days, 15 days and 30 days. (Denbighshire exceeded the 7 day target by 6% and the 15 day

target by 1%, but was 0.7% short of meeting the 30 day target. CyMAL acknowledged that this was a marginal failure.)

- Satisfaction Surveys. (All authorities are expected to undertake separate adult and children's Public Library User Surveys (PLUS) within the 3 year Assessment Framework. Due to staffing capacity and funding, only an Adult PLUS Survey was undertaken in the 2008-11 Framework.)

### **Standards Not Met**

9. The 3 Standards not met were directly attributable to the capacity of the library service budget:
  - Expenditure on library stock to be at least £2,450 per 1,000 population. (Denbighshire's 10/11 expenditure was £2,131)
  - All lending stock to be replenished in 7.6 years. (This relies on the annual expenditure on stock to be sufficient for all lending volumes to be replenished within the set target. Denbighshire's replenishment rate was calculated at 8.5 years.)
  - Staffing levels to be no less than 0.40 staff per 1,000 population. (Denbighshire's staffing levels in 2010/11 was 0.37.)

### **Performance Indicators**

10. Despite referring to Denbighshire as being below the Welsh average in meeting 8 of the 14 Standards, CyMAL acknowledges that Denbighshire is performing **above** the Welsh average in 13 of the 20 indicators, and is in fact achieving top 5 performances across Wales for some of the indicators:
  - Highest performing authority for number of participants at events and activities, with 490 participants per 1,000 population. (the Welsh average is 136 participants)
  - 3<sup>rd</sup> highest visited library authority in Wales in 2010/11 with 7,407 visits per 1,000 population. (the Welsh average is 5,924). Still in the top 3 despite a 12% reduction in opening hours in April 2011.
  - in 3<sup>rd</sup> position with 583 (58.3%) library members per 1,000 population. (the Welsh average is 434 – 43.4%)
  - in 5<sup>th</sup> position with 5,923 items issued per 1,000 population (the Welsh average is 4,971) despite not meeting the Standard on minimum expenditure on stock. In fact Denbighshire is in 16<sup>th</sup> position for expenditure on stock, and 5<sup>th</sup> position for stock issues, which suggests we must be buying what people want to read.

11. However, 4 of the top performance indicators relate to expenditure levels, which seems to conflict with the assessment of the overall Standards which highlighted insufficient investment in staff and in stock. (see paragraph 9 above)

- 4<sup>th</sup> highest on net expenditure, at £18,544 per 1,000 population (Welsh average is £16,601).
  - **Denbighshire: £18,544 \***
  - Welsh highest: £22,251
  - Welsh average: £16,601

This, however, includes Support Service Costs of £184,800, which is 11.5% of overall net expenditure, and also in 2010/11 includes 3 years of Single Status back pay. It also reflects Denbighshire’s investment in delivering shared/multi services from its library premises (5 One Stop Shops, 1 Museum, 4 Art Galleries, 1 Countryside Services office, 1 Tourist Information Centre) with all the energy, caretaking, cleaning, National Non-Domestic Rates (NNDR) and related costs paid for from the Library Service budget and therefore reported to CyMAL as library expenditure. It has been agreed (with DCC Finance and with CyMAL) that the figures reported in the Annual Return for 2011/12 will not include expenditure incurred for the delivery of other DCC services, and work will be undertaken to establish the true costs.)

Denbighshire’s other top performing indicators included:

- 5<sup>th</sup> highest for expenditure on staff training and development
- 3<sup>rd</sup> highest for library service expenditure as a percentage of overall local authority expenditure (this correlates with the shared services issue noted above)
- 4<sup>th</sup> highest for capital expenditure on library service buildings (this was mostly for the refurbishment of Rhyl Library, of which approx 82% of the funding - £300,000 - was grant awarded by CyMAL itself.

12. Four of the 20 indicators were considered to be in the lowest quartile, as indicated in the following table:

Indicator	DCC	Position	Welsh Average	Comment
% of users who think that the choice of books available is very good, good or adequate.	96%	=15	95.4%	At 96%, Denbighshire's performance is <b>above</b> the Welsh average of 95.4%. With all authorities receiving such high results, a joint 15 <sup>th</sup> position is rather meaningless.  Of more relevance is the fact that

				Denbighshire was placed 5 <sup>th</sup> for the number of books issued per 1,000 pop, and 8 <sup>th</sup> for the amount of stock out on loan on stock census day.
% of library service expenditure spent on books	11.5%	16	13.1%	Total expenditure on books and other items in 2010/11 came to <b>£206,201</b> . Budget profiling gives priority to premises & staffing costs first and foremost, to ensure enough staff to deliver services within current opening hours. However, despite not meeting the Standard on expenditure, Denbighshire was in 5 <sup>th</sup> position for the numbers of books issued from its libraries.
% of users satisfied that the library building offers an attractive environment	91.5%	14	90.2%	At 91.5%, Denbighshire is still above the Welsh average, although in 14 <sup>th</sup> position.  The survey was undertaken in 2009, the 2 lowest scoring libraries being Prestatyn (71.5%) and Rhyl (83.5), since when Rhyl has been completely refurbished. The highest scoring libraries were Ruthin (95%) and Llangollen (96.5%).
% of adults who think that the computer facilities are very good, good or adequate.	85%	21	95.1%	All public access computers have been replaced since the 2009 Survey. The next survey will be undertaken in 2012.

#### Fourth Assessment Framework 2011-2014

13. A Fourth Assessment Framework for library authorities, covering the period 2011-2014, has been issued. This comprises 9 Standards and 8 Performance Indicators which provides a tool to support the management and efficient delivery of services, and to ensure that the public can continue to benefit from the provision of:

- Suitable and appropriate access to public library service points
- Suitable and appropriate range of materials for public use
- Access to adequate levels of staffing and a skilled workforce
- Adequate capital investment in buildings, ICT and management systems.

14. Denbighshire's Annual Return for 2011/12 will be submitted to CyMAL in July 2012.

**15. How does the decision contribute to the Corporate Priorities?**

The Library Service contributes to the health and wellbeing of local communities by providing access to books and information, and partnership activities for all ages. It also contributes to Denbighshire's Literacy Strategy, as acknowledged in the Self Assessment report.

**16. What will it cost and how will it affect other services?**

There are no cost implications.

**17. What consultations have been carried out?**

CyMAL's assessment has been discussed with Lead Member for Health, Social Care and Wellbeing and at the Leisure, Libraries and Community Development (LLCD) Lead Officer's Group and Library Service Management Team.

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

Performance against the new Assessment Framework for 2011-14 will be reported annually to CyMAL in July 2012, 2013 and 2014. Failure to meet some of the standards and indicators will result in a reputational risk to the authority and potentially a reduction in usage of the service.

**19. Power to make the Decision**

Article 6.3.4(b) of the Council's Constitution.

Agenda item: 11

**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 23 February 2012

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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**1. What is the report about?**

1.1 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?**

To seek the Committee to review and agree on its programme of future work, and to update members on relevant issues.

**3. What are the recommendations?**

That the Committee considers the information provided and approves, revises or amends its forward work programme as it deems appropriate.

**4. Report details.**

4.1 The Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

4.2 The Committee is therefore requested to consider its draft work programme for future meetings, as detailed in appendix 1, and approve, revise or amend it as it deems appropriate taking into consideration:

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
- relevance to the Committee's/Council's/community priorities
- the Council's Corporate Plan and the Director of Social Services' Annual Report
- meeting workload
- timeliness
- outcomes
- key issues and information to be included in reports

- the scheduling of education related topics which require the attendance of the statutory education co-opted members
  - officers and/or lead Cabinet members who should be invited (having regard to whether their attendance is necessary or would add value)
  - questions to be put to officers/lead Cabinet members
- 4.3 When considering future items for inclusion on the forward work programme 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 scrutiny need to know? and
  - who may be able to assist?
- 4.4 As mentioned in paragraph 4.1 above the Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested issues. No such proposal forms have been received for consideration at the current meeting.
- 4.5 The Committee's next meeting on 5 April is its last scheduled meeting of the current municipal year, and of the present Council's term of office. At present the Committee has only two items of business listed for consideration at that meeting. The Committee is asked to consider whether there are any subject areas or topics which it feels would merit scrutiny prior to the conclusion of the municipal year and the current Council's term of office.
- 4.6 Cabinet Forward Work Programme  
A copy of the Cabinet's forward work programme is attached at Appendix 2. The Committee may find this document useful when considering items for inclusion on its programme of future work.
- 4.7 Progress on Committee Resolutions  
A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 3 to this report.
- 5. How does the decision contribute to the Corporate Priorities?**

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual



development and review of a coordinated work programme will assist the Council in monitoring and reviewing policy issues.

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

Services may need to allocate officer time to assist the Committee with the activities identified in the forward work programme, and with any actions that may result following consideration of those items.

**7. What consultations have been carried out?**

None required for this report. However, the report itself and the consideration of the forward work programme represents a consultation process with the Committee with respect to its programme of future work.

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

No risks have been identified with respect to the consideration of the Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

**9. Power to make the decision**

Article 6.3.7 of the Council's Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work.

**Contact Officer:**

Scrutiny Coordinator

Tel No: (01824) 712554

Email: [dcc\\_admin@denbighshire.gov.uk](mailto:dcc_admin@denbighshire.gov.uk)

**Note: Any items entered in italics have not been approved for inclusion at the meeting shown by the Committee. Such reports are listed here for information, pending formal approval.**

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
5 April	1 Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
	2 Financial Report 2011/12 ( <i>position statement in time for hand over to new council</i> )	To monitor the Council's performance against its budget strategy for 2011/12 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011
17 May ( <i>provisionally</i> )	1 Your Voice' complaints performance (including Social Services and Education complaints)	To scrutinise performance on a quarterly basis through the Council's complaints process. ( <i>to include exceptions reporting and narrative for performance areas registering red/amber</i> )	Identification of areas of poor performance and development of recommendations with a view to improving performance and service delivery	Steven Goodrum / Catherine Spencer	July 2011
	2 Monitoring Performance Against the Corporate Plan (QPR 4) and Project Register	To scrutinise the Council's performance in delivering its Corporate Plan and <i>progress on the Council's major projects</i>	(i) Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to become a high performing authority (ii) Identification of risks with	Tony Ward/Keith Amos	September 2011

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			respect to major projects not being delivered on time or within budget and the formulation of recommendations to address any problems identified		
3	Financial Report 2011/12	To monitor the Council's performance against its budget strategy for 2011/12 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011
4	Review of Educational Support Services (building capacity in schools) <b>[Education item]</b>	To consider the findings of the review into Educational Support Services	The development of building capacity within schools to aid the effective use of their delegated budgets	Jackie Walley/Carly Wilson	By SCVCG November 2011
July	Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
2	Transformation of Post 16 Education <b>[Education]</b>	To present the draft proposals for transforming the provision of post 16 education in Denbighshire	The development of a viable and robust policy for the delivery of post 16 education in the county	John Gambles	May 2011 rescheduled by SCVCG November 2011
3	Post 16 School Transport	To consider the effectiveness of the delivery of post 16	Development of an effective and efficient transport strategy	John Gambles/Carly	By SCVCG November

Meeting	Item (description / title) [Education]	Purpose of report	Expected Outcomes	Author	Date Entered
		education in the County and its associated costs	that will contribute to improved achievements and outcomes for pupils and students	Wilson	2011
4	Schools in Financial Difficulty [Education]	To scrutinise the progress achieved to date by those schools identified as being in financial difficulty in delivering their recovery plans and reducing their deficits, and the potential impact on their educational performance	Efficient use of the Authority's resources and identification of measures to support financial recovery and aid educational and financial performance	Ivan Butler/Carly Wilson	January 2012
September	1 Annual Report 2011/12	To report the Council's performance against the set PIs for 2010/12	Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to be a high performing authority	Tony Ward	September 2011
2	Financial Report 2012/13	To monitor the Council's performance against its budget strategy for 2011/12 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011
Sep/Oct [whole meeting]	1 CSSIW's Annual Review and Evaluation of Performance	To consider the CSSIW's annual report on Adult and Children's Services	Identification of performance-related issues	Sally Ellis/Phil Gilroy/Leighton Rees	November 2011
October	1 Monitoring Performance Against the Annual Plan, Corporate Plan (QPR 1) and Project Register	To scrutinise the Council's performance in delivering its Corporate Plan and progress on the Council's major projects	(i) Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the	Tony Ward/Keith Amos	September 2011

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			Council's ambition to become a high performing authority (ii) Identification of risks with respect to major projects not being delivered on time or within budget and the formulation of recommendations to address any problems identified		
	2 Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
	3 Review of Foundation Phase Provision and outcomes of KS1 and KS3 assessments [Education]	To consider the findings of the Review of the Foundation Phase and the provisional exam and teacher assessment results	Identification of any shortfalls in performance and development of measures to improve performance and the delivery of education	Gwenn/Brockley Julian Molloy	By SCVCG November 2011
December	1 Financial Report 2012/13	To monitor the Council's performance against its budget strategy for 2011/12 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP	Paul McGrady	September 2011
January 2013	1 External Examinations and Teacher Assessments 2010	To review the performance of schools and that of looked after	Scrutiny of performance leading to recommendations for	Julian Molloy	By SCVCG November

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	- 2011 [Education]	children	improvement		2011

**Future Issues**

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
No items listed				

**Information/Consultation Reports**

Date	Item (description / title)	Purpose of report	Author	Date Entered
July 2012	Your Voice' complaints performance (including Social Services and Education complaints)	The provision of information on Services' performance in complying with the Council's complaints process and the identification of areas of poor performance with a view to the development of recommendations to address weaknesses. (to include exceptions reporting and narrative for performance areas registering red/amber)	Steven Goodrum/Catherine Spencer	October 2011
Information Report Early 2012 <u>10/02/2012</u>	Corporate Parenting Group	To review the work of the Corporate Parenting Group.	Leighton Rees	October 2011

**Note for officers – Committee Report Deadlines**

Meeting	Deadline	Meeting	Deadline
5 April	22 March	17 May (prov)	3 May

Performance Scrutiny Work Programme.doc

**CABINET: FORWARD WORK PROGRAMME**

<b>21 FEBRUARY 2012</b>	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Phase II Construction of the Foryd Harbour Walking and Cycling Bridge	Councillor S Frobisher / Councillor D A J Thomas S Davies / Bob Humphreys / Sian Lloyd Price
Rhuddlan Town Plan	Councillor D A J Thomas M Dixon
St Asaph Town Plan	Councillor D A J Thomas / Mark Dixon
Adoption of the Full Business Case for the North Wales Regional School Effectiveness and Improvement Service	Councillor E Williams / H Williams
Regional Commissioning Procurement and Monitoring Hub Project	Councillor P A Dobb / Councillor M M Jones Sally Ellis
Recommendations from Scrutiny Committees	Scrutiny Coordinator
Care Home Fees Methodology	Councillor P A Dobb / Sally Ellis / Phil Gilroy
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 / Melanie Evans / Carina Edwards 708307
Contract Award: Community Living support for 12 adults	Cllr P A Dobb / Alison Heaton
Families First Grant Programme (PART II) Decision required	Cllr M M Jones / Alan Smith / Diane Hesketh / Jan Juckes-Hughes
<b>20 MARCH 2012</b>	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Corwen Town Plan	Councillor D A J Thomas M Dixon
Llangollen Town Plan	Councillor D A J Thomas M Dixon
Monitoring Performance Against the Corporate Plan	Councillor H H Evans T Ward
Regeneration Strategy for Denbighshire	Cllr D A J Thomas / Mark Dixon
Prestatyn Town Plan	Councillor D A J Thomas M Dixon
Regional Collaboration on Economic Regeneration Purpose: Approval for the governance arrangements for priority collaborative activities	Councillor David Thomas / Mark Dixon
Regional Collaborative Committees. Purpose: Formal consideration of participation in shadow and finalised Regional Collaborative Committee (RCC) for the Supporting People Programme. Awareness of financial implications of Supporting People programme changes.	Cllr P A Dobb / Sally Ellis / Jenny Elliot

Supporting People Strategy Update and Operational Plan 2012 – 13	Councillor P A Dobb Gary Major
Tender Exemption – Seashells Supported Housing Contract	Gary Major / Cllrs P A Dobb & J Thompson Hill
Approval for NEWTRA Partnership Agreement	Bethan Jones
Honey Club, Rhyl – Developer Interest	Cllr P.J. Marfleet /Chris Davies
Recommendations from Scrutiny Committees	Scrutiny Coordinator
<b>24 APRIL 2012</b>	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
ABBA Floating Support Project – Contract Award	Gary Major / Cllr P A Dobb
Mental Health Homeless Supported Housing – Contract Award	Gary Major / Cllr P A Dobb
The Proposed Denbighshire Community Endowment Fund. Purpose: To receive Cabinet approval for a new approach to deal with the dormant trust funds.	Councillor H H Evans / Hywyn Williams
Recommendations from Scrutiny Committees	Scrutiny Coordinator

#### **FUTURE ISSUES**

<b>JUNE 2012</b>	
Regional CCTV	Councillor Sharon Frobisher / Graham Boase
<b>DECEMBER 2012</b>	
Welsh Housing Quality Standards	Councillor David Thomas / Peter McHugh



Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
1 December 2011	6. Adult Services	<p><b>RESOLVED – that:-</b></p> <p>(a) the report be received ; and</p> <p>(b) the Chair liaise with the Head of Adult and Business Services to identify areas which may merit further detailed scrutiny in future</p>	<p>Meeting has taken place in early February. Chair will update Committee members at the meeting on 23 February.</p>
12 January 2012	5. Schools in Financial Difficulties	<p><b>RESOLVED – that Performance Scrutiny Committee:-</b></p> <p>(a) receive the report and note the progress of the schools categorised as being in financial difficulty, and</p> <p>(b) agrees that a joint report by the Education Finance Manager and the Head of Internal Audit Services be in presented to the Committee detailing the progress made in respect of the schools categorised as being in financial difficulty.</p>	<p>Report scheduled into the work programme for July 2012</p>
	7. Financial Report	<p><b>RESOLVED – to:-</b></p> <p>(a) subject to the above observations to receive and note the contents of the report, and</p>	

		<p><i>(b) agree that a Prudential Borrowing profile graph/chart on Denbighshire's borrowing in comparison to other local authorities in Wales be provided to future Council budget setting meetings.</i></p>	<p>Head of Finance and Assets and Lead Member notified of this request</p>
<p><b>8. Highways and Infrastructure</b></p>		<p><b>RESOLVED</b> – that the Performance Scrutiny Committee agrees that:-</p> <p><i>(a) the report be received and its contents noted;</i></p> <p><i>(b) the Member Area Groups be provided with the latest reports pertaining to schemes in Appendix B, detailing the progress made in respect of projects located in their respective areas;</i></p> <p><i>(c) an inspection be undertaken of the work carried out by the Jetpatcher in the Graigfechan area;</i></p> <p><i>(d) the Joint Head of Highways and Infrastructure liaise with the Countryside Council for Wales regarding the delays in addressing the poor condition of the A5104 near Bodidris Hall, Llandegla, and</i></p> <p><i>(e) the Joint Head of Highways and Infrastructure convey the Committee's concerns to the Trunk Road Agency regarding the lack of progress with the highway improvements and the continuing</i></p>	<p>Community and Engagement Team notified of this request. Officers from the Highways Department are currently in the process of presenting this information to all Member Area Groups at their current round of meetings.</p> <p>All actions forwarded to the Head of Highways and Infrastructure</p>

		<p>need for temporary traffic lights near Gwyddelwern.</p> <p><b>RESOLVED</b> – that the Performance Scrutiny Committee:-</p> <p>(a) receives the report;</p> <p>(b) requests that officers be instructed to raise the profile of energy efficiency across the Authority and that where agreed protocols exist and reasonable support had been provided to enable services to adhere to those protocols, implement the relevant enforcement procedures to address repeated non-compliance.</p> <p>(c) receives a progress report from the Lead Member and relevant officers at its February 2012 meeting, and</p> <p>(d) invites the recently appointed Sustainable Assets Project Manager to attend the February 2012 meeting</p> <p><b>RESOLVED</b> – that the Performance Scrutiny Committee:-</p> <p>(a) receive and note the contents of the report; and</p> <p>(b) requests the Lead Member to monitor the situation, and report the financial details of the additional costs to the Committee when available.</p>	<p>Senior Leadership Team (SLT) advised</p> <p>Update will form part of the Quarterly Performance Against the Corporate Plan report item on the current meeting's agenda</p> <p>Officer invited to attend the current meeting</p> <p>Head of Adult and Business Services and the Lead Member advised of the resolution</p>
<b>9. Energy Efficiency</b>			
<b>10. Care Home Fees</b>			

	<p><b>11. Scrutiny Work Programme</b></p>	<p><b>RESOLVED – that,</b></p> <p>(a) <i>subject to the above amendments to approve the Future Work Programme as set out in Appendix 1 to the report; and</i></p> <p>(b) <i>a report be submitted to Cabinet at its January meeting highlighting the Committee’s concerns in relation to the Council’s performance in meeting the Performance Indicator with respect to the percentage change in carbon dioxide emissions in the non-domestic building stock, and the Authority’s overall progress in becoming more energy efficient and meeting statutory requirements to avoid financial penalties.</i></p>	<p>Report presented to Cabinet at its meeting on 24 January 2012</p>
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