



To: Chair and Members of the Cabinet

Date: 8 April 2013

Direct Dial: 01824712589

e-mail: dcc_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 16 APRIL 2013** 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

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 (Pages 5 - 10)

To receive the minutes of the Cabinet meeting held on the 19th March, 2013 [copy enclosed].

5 FINANCE UPDATE REPORT

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy to follow) detailing the latest financial position and progress against the agreed budget strategy.

6 WELSH GOVERNMENT CONSULTATION ON 2014 / 2020 ESF AND ERDF STRUCTURAL FUNDS PROGRAMMES (Pages 11 - 42)

To consider a report by Councillor Hugh Evans (copy enclosed) on Denbighshire's responses to the Welsh Government Consultations on the new European Funding Programmes for 2014-2020.

7 MOVING FROM TOWN TO AREA PLANS (Pages 43 - 56)

To consider a report by Councillor Hugh Evans (copy enclosed) on the progress of expanding Town Plans into broader Area Plans incorporating smaller and more rural communities across Denbighshire.

8 CORPORATE PLAN 2012/17 - QUARTER 3 (Pages 57 - 78)

To consider a report by Councillor Barbara Smith (copy enclosed) which presents a third quarter update on the delivery of the Corporate Plan 2012-17.

9 CABINET FORWARD WORK PROGRAMME (Pages 79 - 86)

To receive the enclosed Cabinet Forward Work Programme and note the contents.

MEMBERSHIP

Councillors

Hugh Evans
Julian Thompson-Hill
Eryl Williams
Bobby Feeley

Hugh Irving
Huw Jones
Barbara Smith
David Smith

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Agenda Item 4

CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 19 March 2013 at 10.00 am.

PRESENT

Councillors Hugh Evans, Lead and Lead Member for Economic Development; Bobby Feeley, Lead Member for Social Care and Children's Services; Hugh Irving, Lead Member for Customers and Communities; Huw Jones, Lead Member for Tourism, Leisure and Youth; Barbara Smith, Lead Member for Modernising and Performance, David Smith, Lead Member for Public Realm, Julian Thompson-Hill, Lead Member for Finance and Assets, and Eryl Williams, Deputy Leader and Lead Member for Education

Observers: Councillors Richard Davies, Gwyneth Kensler and Arwel Roberts

ALSO PRESENT

Chief Executive (MM); Corporate Directors: Economic and Community Ambition (RM), Customers (HW), Modernising and Wellbeing (SE); Head of Legal and Democratic Services (RGW); Head of Finance and Assets (PM); Commissioning Officer (RA), and Committee Administrator (KEJ)

1 APOLOGIES

There were no apologies.

2 DECLARATION OF INTERESTS

Councillor David Smith declared a personal and prejudicial interest in Agenda Item 6 on the Proposed Regional Emergency Planning Service.

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 19 February 2013 were submitted.

Accuracy – Councillor Richard Davies advised that he had been incorrectly referred to as 'J.R. Davies' instead of 'R.J. Davies' within the minutes.

Matters Arising – Page 15 - Item No. 9 Etape Cymru Cycling Event 2013, resolution (c) – Councillor Huw Jones agreed to check that the request for local members to be regularly updated in relation to concerns raised was being progressed.

RESOLVED that, subject to the above, the minutes of the meeting held on 19 February 2013 be approved as a correct record and signed by the Leader.

5 YOUNG CARERS REGIONAL COLLABORATION

Councillor Bobby Feeley, Lead Member for Social Care and Children's Services presented the report seeking Cabinet approval for work to be taken forward to develop regional/sub-regional collaboration for the provision of Young Carer Services across North Wales Authorities and Betsi Cadwaladr University Health Board.

Cabinet was provided with some background history to the proposals including the statutory responsibilities in relation to Young Carers and the findings of a detailed analysis of current contracts and providers. Based on current usage and delivery significant savings and service improvements could be made if a regional contract was sought across all six North Wales authorities. Subject to political approval commitment had been confirmed from Conwy, Denbighshire and Wrexham. Should other authorities decline to be part of a regional contract it was proposed to enter into a sub-regional contact which would still deliver cost savings and benefits.

The Leader sought clarification regarding cost implications and officers advised that a regional contract would require a financial commitment of approximately £300k - £350k which would be funded from within current service budgets. It was believed savings could still be made if collaboration proceeded on a sub-regional basis but to a lesser extent. In response to a question from Councillor David Smith it was confirmed there would be scope for any authorities who declined to be part of a regional contract at this time to join in the future.

RESOLVED that Cabinet approve the work to be taken forward to develop regional/sub regional collaboration for the provision of Young Carers Services across North Wales Authorities and Betsi Cadwaladr University Health Board.

6 PROPOSED REGIONAL EMERGENCY PLANNING SERVICE

[Councillor David Smith declared a personal and prejudicial interest in Agenda Item 6 on the Proposed Regional Emergency Planning Service and left the meeting during consideration thereof.]

In the absence of Councillor David Smith, the Leader Councillor Hugh Evans presented the report recommending adoption of the final business plan to establish a Regional Emergency Planning Service and delegation of authority to the Chief Executive in consultation with the Lead Member to approve the transition arrangements. A summary of the current arrangements together with the final business case had been attached to the report.

The development of a business case for a single service had been commissioned by the Chief Executives of the six North Wales Local Authorities and had since been included in the Local Government Compact. The report highlighted the benefits of establishing a North Wales Regional Service based on a sub-regional structure with an officer presence in each authority to ensure local expertise and knowledge and local service continuity. Although cost savings were minimal collaboration would provide a more efficient, effective and resilient service and all

six authorities were being asked to support the recommendation to join. It was proposed that the new service became operational in October 2013.

During the ensuing debate the Leader sought assurances that the risks identified within the business case were being well managed and the ability of the service to respond to an emergency would not be detrimentally affected during the transition. In view of the diversity of the geographical area and risks associated with particular areas such as heavy industry and flooding (both coastal and inland), Councillor Eryl Williams sought assurances regarding the expertise to deal with the differing needs across the two separate hubs identified within the new structure. He also highlighted that compatibility of IT systems was integral to collaborative projects. Councillor Huw Jones referred to the different Welsh language policies across local authorities and the need for consistency with Denbighshire's policy of putting Welsh before English.

The Corporate Director Economic and Community Ambition responded as follows –

- reported upon the mitigation of the risks identified within the business case advising that the service already worked closely with other authorities across the region and the implementation phase, which was relatively short, would be overseen by an officer group. In addition the core functions were backroom services to the emergency response and therefore the ability to respond to an incident would not be affected during the transition
- the proposal was for a single regional service and Western and Eastern hubs had been identified for ease of placing staff within the new structure; there would be shared strategies and plans across the whole region to deal with the diversification presented across the six areas. There would also be a dedicated officer in Denbighshire to tailor the authority's emergency response, and
- acknowledged the importance of IT systems advising that Denbighshire and Flintshire already shared an IT system.

Cabinet also discussed governance issues and whilst noting that Partnerships Scrutiny Committee had examined the proposals in detail a need was highlighted for scrutiny during the transitional period and following implementation. The Chief Executive referred to the lack of political appetite for establishing regional scrutiny committees and the Head of Legal and Democratic Services reported upon the establishment of joint scrutiny committees by agreement as referenced within the Local Government Measure. It was noted that a briefing on the Measure had been scheduled for the next Council Briefing meeting.

RESOLVED that Cabinet –

- adopts the final business plan to establish a regional Emergency Planning Service on the basis set out in paragraph 4.12 of the report;*
- delegates authority to the Chief Executive in consultation with the Lead Member to approve the detailed transition arrangements to the new service and undertake all necessary tasks to establish the new service, and*

- (c) *recommends that the regional service be subject to scrutiny by the Partnerships Scrutiny Committee both during the transitional phase and following full implementation.*

7 FINANCE REPORT

Councillor Julian Thompson-Hill presented the report detailing the latest financial position and progress against the agreed budget strategy. He provided a brief summary of the Council's financial position as follows –

- an under spend of £1.1m was forecast across service and corporate budgets with the forecast for schools being a positive movement on balances of £306k on delegated budgets and £161k on non-delegated budgets
- £3.418m (99.3%) of agreed savings had been achieved or replaced with £25k (0.7%) being deferred to next year
- highlighted key variances from budgets or savings targets and details of individual service budgets, and
- provided a general update on the Capital Plan and Housing Revenue Account.

Cabinet took the opportunity to raise questions with Councillor Thompson-Hill and the officers who responded as follows –

- clarified the immediate response costs associated with the flooding event in November together with on-going and future costs in terms of social services support, housing and council tax exemptions
- elaborated upon the underspend in the Highways and Infrastructure Service and plans to fund a temporary post to facilitate the transfer of the harbour management function and that of coastal assets facilities to Communications, Marketing and Leisure Services
- provided an update on the workforce efficiencies ballot advising that union members had rejected proposals but the turnout had been very low. Unions would be reporting back on their position following discussions with their members on the ballot outcome, and
- Councillor David Smith reported upon progress with the Fleet Review in Highways and Environment Services advising that the money set aside may not be required.

The Leader congratulated Heads of Services for effectively managing a challenging budget leading to underspends within services. Councillor Eryl Williams advised that School Improvement Officers Tony Jones, Ann Jones and Eirwen Vogler would be leaving the authority at the end of March and he conveyed his appreciation for their hard work and dedication to the Education Service.

RESOLVED *that the budget and savings targets for the year and progress against the agreed budget strategy be noted.*

8 RECOMMENDATIONS FROM THE STRATEGIC INVESTMENT GROUP

Councillor Julian Thompson-Hill presented the report seeking Cabinet's support of projects identified for inclusion in the 2013/14 Capital Plan as recommended by the

Strategic Investment Group (SIG) and detailed in Appendix 1 to the report. Councillor Thompson-Hill guided members through the report and elaborated upon the available funding for capital works to be allocated to one-off projects and block allocations for on-going programmes of work together with the scoring criteria used to appraise projects. Members were advised of the work of the SIG in reviewing bids for allocations together with issues that arose during the bidding process. Finally a summary of the recommendations of the SIG was provided together with further details of the proposed allocations of capital funding.

Councillor Huw Jones noted the proposal to reduce the contingency built into the Capital Plan from £1m to £0.5m. He referred to the last meeting of the Trustees of Corwen Pavilion and queried the funding source should the Council be required to make a payment for the land in Trust. The Head of Finance and Assets advised that the matter would be assessed once a definite outcome was known and that there were contingencies in both the capital plan and general balances to deal with such circumstances.

Councillor Eryl Williams sought assurances regarding the work of the SIG and consistency of membership. Councillor Thompson-Hill advised that the SIG had no formal decision making powers and that their recommendations were required to go through the usual member process for formal decision. He confirmed that the meeting was regularly attended by its members. The Leader added that the SIG looked in great detail at capital projects and he was confident that their recommendations were sound.

RESOLVED that the projects detailed in Appendix 1 to the report for inclusion in the 2013/14 Capital Plan be supported and recommended to full Council.

9 CABINET FORWARD WORK PROGRAMME

Councillor Hugh Evans presented the Cabinet Forward Work Programme for consideration. Councillor Eryl Williams advised of the need to await the outcome of the LDP before adoption of the Steering Group and it was agreed to defer that item to the May meeting. It was also agreed to add the regular Finance Report to the June meeting.

RESOLVED that Cabinet's Forward Work Programme be noted.

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 item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

10 CAPITAL PLAN

Councillor Julian Thompson-Hill presented the confidential report updating Cabinet on the 2012/13 element of the Capital Plan and major projects and seeking Cabinet's recommendation for approval of the future Capital Plan to full Council. A

summary of the total plan and how it was financed (Appendix 1); details of the actual and planned expenditure by each Head of Service (Appendix 2), and a summary of the estimated cost of funding the Corporate Plan (Appendix 3) had been attached to the main report.

Councillor Thompson-Hill guided members through the report elaborating upon the major projects and latest progress and responded to questions as follows –

- reported upon the timescales to move Ysgol Bro Dyfrdwy to a single site and associated funding as part of the wider 21st Century Schools Programme
- referred to the latest negotiations and finalisation of legalities surrounding the relocation of Prestatyn Library and provided assurances that there would be no loss of library facilities for any substantial period during that process
- confirmed that capital receipts normally achieved at or above market valuations, and
- advised that approximately £1.9m had been recommended for schools capital maintenance works.

Councillor Eryl Williams reported upon the criteria in order to access 21st Century Schools funding and responded to a question from Councillor Arwel Roberts regarding progress with the development at Ysgol Glan Clwyd. With regard to capital works he explained the process of prioritising school improvement works in general and following schools review in order to improve standards.

RESOLVED that the latest position on the 2012/13 element of the Capital Plan and the update on major projects be noted and approval of the future Capital Plan be recommended to full Council.

The meeting concluded at 11.25 a.m.

Report To:	Cabinet
Date of Meeting:	16th April 2013
Lead Member / Officer:	Councillor Hugh Evans, Cabinet Lead for Economic Development, Councillor Huw Jones, Cabinet Lead for Tourism, Leisure & Youth (including Rural Development)
Report Author:	Siân Morgan Jones
Title:	Consultation on European Structural Funds 2014–2020: West Wales & the Valleys and the Common Agricultural Policy Reform Rural Development Plan 2014-2020: Next Steps

1. What is the report about?

The report is about the Denbighshire County Council responses to the Welsh Government Consultations on the new European Funding Programmes for 2014-2020.

2. What is the reason for making this report?

Key Denbighshire County Council Officers and Members including members of the North Wales Economic Ambition Board, Rural Development Plan Partnership and Local Action Group have provided a draft response to the Welsh Government Consultations on the new European Funding Programmes for 2014-2020. Cabinet is requested to confirm support for these responses on behalf of the County Council.

3. What are the Recommendations?

To confirm support for the Denbighshire County Council responses to the Welsh Government Consultations on European Structural Funds 2014–2020: West Wales & the Valleys; and the Common Agricultural Policy Reform Rural Development Plan 2014-2020: Next Steps.

4. Report details.

In January 2013 Welsh Government launched parallel public consultations on both the Structural Funds and Rural Development Programmes for 2014-2020.

The consultation documents contain a proposed programme strategy, investment priorities, cross-cutting themes, explores some of the key implementation and delivery issues and includes the evidence base. The proposals for the new Structural Fund programmes have been developed with a focus on growth and jobs, which is in

line with Welsh Government policy, and the Europe 2020 goals of smart, sustainable and inclusive growth.

For the programming period 2014-2020 it is expected that West Wales and the Valleys will qualify as a “less developed region”: the highest level of support available under the next round of Structural Funds programmes.

The actual amount of EU funding that will become available during the next programming period is subject to the outcome of negotiations on the EU budget by the European Council and the European Parliament.

Responses to the consultation questions will play an important part in the preparation of the final text of the Operational Programmes, which WG will submit to the European Commission later in 2013.

Denbighshire County Council has responded to the consultations in order to ensure that in addition to aligning with WG and EU policy the final Operational Programme documents enable us to deliver actions within Denbighshire’s Corporate Priorities. DCC Responses will also be included in a Regional response drafted on behalf of the North Wales Economic Ambition Board, and will also be submitted to the WLGA to form part of their all Wales response.

The DCC Consultation responses are attached to this report as annexes.

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

The Corporate Plan identifies developing the economy as a priority. The Structural and Rural Development funds are key tools that will allow the County to deliver on this ambition.

The new programmes include opportunities to develop a high quality skilled workforce, network infrastructure improvements including digital and transport connections, job opportunities, business support and advice services

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

There are no costs arising directly from supporting the consultation responses for either Structural Funds or the Rural Development Plan 2014-2020 nor are there any consequences for other services. Any of the resulting projects or partnerships proposed which have not already been agreed previously will need to be considered through relevant statutory or business planning processes at the appropriate time.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

A Key Member and Officer group have discussed the consultation responses outlined in this report.

Further consultations exercises as funding opportunities begin to be developed will be undertaken.

8. What consultations have been carried out with Scrutiny and others?

A workshop was held for officers and members on March 20th 2013 to outline EU policy developments to date and potential impacts for Denbighshire of EU Budget negotiations; and taking into consideration this policy context, outlining the purpose and importance of responding to the WG consultations on the new EU Programmes 2014-2020.

Key officers and Members including members of the North Wales Economic Ambition Board, Rural Development Plan Partnership and members of the Rural Local Action Group took part in the workshop session.

9. Chief Finance Officer Statement

Not Applicable

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

The risks associated with not submitting a response to the WG Consultations are

- Failure to ensure EU Operational Programmes are able to deliver against identified local priorities
- Potential uncoordinated development of projects with little or unclear local benefit

11. Power to make the Decision

Section 2 of the Local Government Act 2000 gives the Council the power to do anything which it considers is likely to promote or improve the economic, social and environmental well-being of the area.

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Wales and the EU: Partnership for Jobs and Growth

Consultation on European Structural Funds 2014–2020: West Wales & the Valleys

Consultation Response Form

Your name: Siân Morgan Jones

Organisation (if applicable): Denbighshire County
Council

email / telephone number: 01824 706781

Your address: Denbighshire County Council
Caledfryn, Smithfield Road, Denbigh, LL16 3RJ

The responses to the consultation questions set out below will play an important part in the preparation of the final text of the Operational Programmes, which we are aiming to submit to the European Commission later in 2013. Formal responses to the consultation will be considered alongside views expressed in various regional consultation events planned for early 2013. Views are sought from all those with an interest.

Contact details

Please send responses to the consultation to:

Programme Development Division
Welsh European Funding Office
Welsh Government
Rhydycar
Merthyr Tydfil
CF48 1UZ

Or by email to: WEFO-Post2013Programmes@wales.gsi.gov.uk

If you have any queries, please contact the team on: 0300 062 8580

Responses are sought by **23 April 2013**

The following questions are designed to help structure the responses to this Consultation Document:

Analysis

1. Do you agree that we have identified the key economic and labour market challenges and opportunities?

✓				
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

Please add in any reasons for your response in the box below:

We agree that the key challenges and opportunities are well identified, however we would have welcomed the opportunity to comment on the identified challenges and opportunities that sit below these high level challenges.

A Key challenge for Denbighshire in particular is its peripherality to major markets in NW England.

We would also encourage greater emphasis on the challenges being faced by an aging population in the region and the potential impact this will have on services.

Having undertaken this economic analysis we would urge WEFO and WG policies to reflect these. For example, the reference to Community Benefits from windfarms whilst valid is open to question if communities fail to receive tangible benefits in the form of lower electricity bills

The Strategy

2. Do you support the strategic vision, aims and objectives?

	✓			
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

Please add in any reasons for your response in the box below:

We agree with the Vision proposed. However we would question some of the aims and objectives of the programme as currently set out.

We would question why Marine Energy in particular has been singled out. Nuclear and on and off-shore windfarms should be given prominence also.

We feel also that Transport needs to be more explicit. A key challenge for North Wales as a region is the modernisation / electrification of the North Wales and connecting rail lines including improvements in transport routes and timetabling in particular. As well as enhanced resilience for the A55 arterial route and targeted investment at key connections to these arterial routes as will be identified in the revision of the North Wales Regional Transport Strategy shortly to get underway.

Most important is the need to address rurality however. This should be an aim of the programme, and we would encourage WG and WEFO not to consider rurality as the sole responsibility of CAP / RDP given the greater integration expected between the 2014-2020 programmes.

3. Do you agree with the approach to integration of the various European funding streams?

	✓			
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

Please add in any reasons for your response in the box below:

We feel strongly that the European funding streams need to be better integrated, but it is important to make sure that the process is done effectively. It would be far easier if the language was simplified.

For effective integration of the funding streams, better collaboration is needed between partners at all levels. Opportunities exist within the Managing Authority to ensure that the potential to achieve synergy between projects are realised at an initial project assessment stage. However, to ensure realistic integration of funding streams, without overlap or duplication, the Welsh Government must work closely with local and regional authorities to identify local needs and opportunities.

It is important to note that one size does not fit all in terms of proposed programme intervention, and larger projects will need the full involvement of local delivery partners to achieve those aims – and to ensure the integrated delivery of all EU funding streams in their localities.

In order to effectively achieve meaningful integration between funding streams, there must be common eligibility criteria, project processes and definitions. In addition, the Common Strategic Framework could be supplemented with an overarching summary which not only integrates the priority and themes for intervention, but also marries the expected outputs from each of the funding programmes to ensure higher level integration.

We have some concern around coordinating and integrating investments geographically. If the emphasis is around ensuring that counties like Denbighshire can link to City Regions or Enterprise Zones then this can be considered a positive approach, to do otherwise will mean areas peripheral to these developments will lose out.

Investments in all funding streams need to be properly targeted to ensure all areas within the qualifying WW&V region including those outside city regions / enterprise zones are able take advantage of the new programmes.

ERDF & ESF Priorities

4. Do you agree with the focus of the priorities?

	✓			
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

Please add in any reasons for your response in the box below:

We agree broadly with the focus but would raise the following caveats

1. Tourism – This is not well covered in the programme, not as a stand alone theme nor within the other themes e.g. innovation, infrastructure and skills, and whilst we acknowledge the presumption against funding for Tourism as per the Deputy Minister’s statement of May 8th 2012, tourism remains a significant part of the economy of the North Wales region and an identified regional priority and investment in Tourism aimed at increasing it’s volume and value ought to be included.

2. Research and Innovation – The theme does not seem to allow for expansion of capital investment in innovation centres.

3. Under the ERDF themes there is a need to better link them together. E.g. Nuclear and on-shore wind needs to be included within the energy themes.

4. There needs also to be scope for business premises and inward investment provision to be built into the programme which would allow it to deliver on WGs new Regeneration Framework ‘Vibrant and Viable Places’.

5. Essential that within the Network Infrastructure Theme that the Benefits of digital connectivity for both for businesses and households cannot be underestimated. Investment in 4G connectivity and development of connectivity in ‘not-spot’ rural communities at risk of not being covered by Broadband Wales is vital to address barriers to economic growth and social benefit.

6. We welcome the proposed ESF priorities of Employment for all, Skills for all and Brighter Futures.

7. It’s essential that schemes proposed under the Employment for all priority continue to address barriers to work including Alcohol and Substance misuse and work limiting health conditions, and agree with the assessment that as people work for longer this will become a greater issue. We would urge WG to engage with key National agencies to mitigate risks associated with Welfare reform and National Government Programmes so as to avoid the difficulties faced by Priority 2 projects during this programme.

8. Skills for all – We support wholeheartedly the expansion of the definition of a young person up to 24. We also consider it essential that underlying issues impacting young people’s attainment and employability need addressing at a younger age.

Linked to the comments above we would suggest that there is a lack of a co-ordinated approach to learn the lessons from current experiences to help inform the characteristics of successful projects in future rounds. Due to a lack of planning, there a lack of information available to help guide the design of new EU programmes (i.e. no mid-term Evaluation deadlines set for WEFO to take stock of existing interventions).

Cross Cutting Themes

5. Do you agree with the approach adopted for the Cross Cutting Themes?

	✓			
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

Please add in any reasons for your response in the box below:

We would agree with the approach undertaken on the mandatory CCT. Though we would urge WG and WEFO to be mindful of the indicators designed to measure outcomes in this area. Whilst they should be ingrained within projects they should not be so onerous as to allow evidence and measures becoming an end in themselves and getting in the way of good service delivery.

Whilst we agree with the importance placed on Combating Poverty and Social Inclusion and that it's sufficiently important to merit being a CCT and for all projects to have to demonstrate their addressing of this theme.

We are not convinced that there is an identified definition of poverty. Also how would projects measure and deliver against this theme? Combating poverty would suggest a longer term impact – would we be able to measure impact efficiently within the lifetime of a project?

Implementation arrangements

6. To what extent should we target resources on key industrial/business sectors?

	✓	
Completely	To some extent	Not at all

Please add in any reasons for your response in the box below:

To some extent.

DCC agrees with the focus on WGs 9 key business investment priorities but we would argue the need for some flexibility to support sectors not represented. In particular for Denbighshire, Health and Social care is a key sector and currently not represented.

The nine sectors should be supported, alongside broader measures of intervention, particularly focussing on entrepreneurship and social entrepreneurship. We would also want some flexibility within the programme to ensure that there is sufficient scope for the benefits of the emerging sectors to cross from East to West Wales and vice versa.

We do not feel that the nine sectors fit well within the Rural Agenda; here we suggest market forces will be far more influential than WG economic policy.

The other weakness of the sectoral approach is that it doesn't support Micro SMEs particularly well - something that FSB and Cardiff Business School have identified in their research 'Small Businesses in Priority Sectors'. With over 65% of businesses in priority sectors sole-traders micro or small businesses. Business Finance and Support need to reflect this, their growth will be key to supporting these sectors.

7. To what extent should we target resources on the economic growth of particular geographical areas?

	✓	
Completely	To some extent	Not at all

Please add in any reasons for your response in the box below:

We recognise the need for funding to be targeted at areas deemed to be a driver for growth such as City Regions and Enterprise Zones, and we would encourage WG to continue its work with Dr Elizabeth Heywood and the Mersey Dee Alliance to recognise that as an integral part of a strong functioning economy that North East Wales could increase its benefits and reach if we were able to act more formally as a City Region that crosses the national boundary and follows the 'natural' economic flow. The MDA has the potential to be a strong economic force for the UK but also a strong force for North Wales as a whole, through better connections to jobs and supply chain.

However we would strongly suggest that the need to achieve such integrated approaches to development applies as much to rural areas as to urban areas, albeit that they do not have the same 'mass/density' of activity as in an urban setting. We would stress the importance of not losing sight of the pressing development needs of rural areas, especially when developing the post 2013 European funding programmes. Developing the right approach and having good governance arrangements at a regional level are not exclusive to urban development.

8. How can we maximise the benefits of a City Region approach and European Structural Funding?

Negligible impacts will be felt in North Wales from the Cardiff and Swansea Bay City Regions.

As above, we would encourage WG to continue its work with Dr Elizabeth Heywood and the Mersey Dee Alliance to recognise that as an integral part of a strong functioning economy that North East Wales could increase its benefits and reach if we were able to act more formally as a City Region that crosses the national boundary and follows the 'natural' economic flow. The MDA has the potential to be a strong economic force for the UK but also a strong force for North Wales as a whole, through better connections to jobs and supply chain.

9. To what extent should we make use of repayable finance rather than grants?

	✓	
Completely	To some extent	Not at all

Please add in any reasons for your response in the box below:

We would argue that there is potential for Wales to make better use of such schemes, especially at a time when access to business finance is limited due to economic austerity.

Ultimately however, repayable finance cannot replace grant aid, but should be run in parallel with it, with better awareness, guidance and access for applicants. In fact should Financial Engineering Instruments be used, we would stress that they are:

- Developed at an early stage in terms of awareness and clear guidance.
- Relevant and flexible to meet differing needs across Wales.
- Promoted and mainstreamed with wider business support packages and schemes - so that the private sector is fully aware of the breadth of support and investment available.
- Avoid duplication of any existing activity and add value to provision that already exists on a local / regional level.

On a broader point regarding providing access to the EU programmes for the Private and Third sectors, we would echo the comments made in the NAFW study into ' The Effectiveness of European Structural Funds in Wales' that WEFO / WG provide project sponsors from the third and private sector with expert procurement and specialist help.

10. What do you think the balance between ERDF and ESF resources should be (in percentage terms)?

ERDF	ESF	Please tick below
75%	25%	
60%	40%	
50%	50%	✓
40%	60%	
25%	75%	
		Other (please specify)

Please add in any reasons for your response in the box below:

DCC are of the view that 50/50 is appropriate for the purpose of creating structural economic change. It is imperative that investments under ERDF should lead to high quality employment opportunities; otherwise investment in skills training and engagement under ESF will merely exacerbate the out migration of people of working age from the local area.

We would welcome the greater cross fund flexibility of ERDF to allow up to 10% to be spent on ESF activities, and better links between funds through integration which will maximise the benefits that one will have from the other. E.g. ERDF – Social Clause Contracts, ESF – Trained local Workforce.

11. What circumstances would warrant the transfer of resources between West Wales & the Valleys and East Wales?

This has to be on a needs basis, and that there is evidence proving the need to transfer some of the resources to East Wales.

12. How might implementation of future programmes be simplified and streamlined?

In order to streamline and simplify delivery of the new programmes DCC would welcome the **Integrated Regional Framework** approach to project delivery. It would allow stakeholders to work together & with other service providers to deliver packages of activities & interventions funded by CSF funds. It could build on existing structures both regional and sub regional and build also on existing regional projects and spatial programmes delivering in the region. The advantages to doing this is threefold

1. You avoid the duplication and overlaps in activities and interventions seen during this round of programmes (in particular P2 ESF) and have a single approach to programme delivery.
2. You achieve the Critical Mass of stakeholder engagement required to generate sustainability of programme actions
3. You are able to deliver intervention based on local need

Continued independent source of EU Specialist Advice – the SET network delivered through EU Technical Assistance funding as part of the 2007-13 programmes has proved invaluable in assisting project sponsors not only in the development phase (ensuring strategic fit and project synergy), but in particular the aftercare function in terms of operating in full compliance with EU funding regulations. Based on the findings of the recent SET Evaluations the overriding message is that SETs are seen to be arm's length from the Managing Authority, it is seen as an independent / honest broker that exists to support both project delivery by Sponsors, and supporting WEFO on the other hand in maximising the positive impacts of Structural Funds. It is imperative that the service continues in 2014-2020 as it provides a supporting aspect to projects that cannot be achieved by WEFO.

EU Guidance Notes for Project Managers – The range of WEFO Guidance Notes that have been produced for the current programmes is to be commended. However, there have been too many examples of ambiguity and different interpretations by PDOs of guidance documents that have resulted in mixed messages and delayed delivery. In addition, their current wording is pitched towards experienced practitioners, with inexperienced project managers often struggling to correctly interpret the expectations of them. The following suggestions are made to further strengthen the Guidance Section to facilitate project delivery during future programmes :

1. Guidance Documents need to be unambiguous in their meaning and in plain English.
2. WEFO Guidance Section on the Website requires further revision to present the Guidance Notes in a clearer and more digestible format by EU practitioners. Better categorized sections which sequentially follow the project lifecycle. Not only will this facilitate Project Sponsor's access to the information, it will promote compliance from the outset.
3. WEFO Guidance should be supplemented with "Good Practice Templates", in particular for aspects of project implementation. These may include templates for databases, timesheets, reporting mechanisms, risk registers etc. WEFO PDOs have an overview of all projects, and should glean best practice from the best performing projects for circulation to all.

It is acknowledged that the WEFO website has improved significantly from the early days of the current programmes. It has become much easier to find information and documents. These improvements need to continue. We would suggest a FAQ section where common issues can be clarified quickly and consistently.

Audit and Payment Systems - We would argue that there needs to be greater integration of the payment systems of ERDF, ESF and RDP. There are some strong aspects of the payment systems for ERDF and ESF which are missing from RDP and should be established.

We are of the opinion that the funding process needs to be as simple as possible. With controls over information requirements, monitoring and evaluation and external inspection in proportion to the level of risk to the funds involved.

This however does not mean that WEFO should be overly risk averse. Risk should not be offloaded onto project sponsors it must be a balance that is effective, efficient and fair. Effective risk management processes should be developed which can balance the level of risk between WEFO and the project sponsor. Reducing the burden for smaller less risky projects.

13. To what extent is there scope for streamlining our Partnership Arrangements?

	✓	
Completely	To some extent	Not at all

Please add in any reasons for your response in the box below:

There is scope for streamlining partnership arrangements, because it is an essential aspect of working collaboratively. Partnerships have to be a 'true' partnership, but the balance should vary depending on their purposes. The current arrangements of the 4 workstreams and EPPF are Task and Finish Groups, what happens when their work programmes come to an end? The PMC is the compulsory function of the programmes, there is a need therefore to ensure that it is fit for purpose and able to meet the demands of its role.

There needs to be the following caveats with partnership arrangements however – they need to have positive and constructive work outputs and not just be mechanisms for the sake of mechanisms. Furthermore, they need to be constantly reviewed so that changes can be made if they are no longer serving their purpose. Partnerships should be about the outcomes and not about the mechanisms.

We do not feel that EU Partnerships should be distinct from Regional Development Partnerships / Boards that seek to achieve the outcomes the Programmes are aiming at. We feel it would be better that EU funding was seen as a mechanism for achieving outcomes rather than an end in itself that required a separate Partnership. We feel that these separate Partnerships divorced projects and initiatives from the mainstream and made it harder to integrate successful projects and reduce duplication.

We would emphasise the need to adhere to Code of Conduct on Partnership that we as a Member State have signed up to and which underpins the Partnership Agreement between UK and EC and stresses that all levels of government must be included in the development and implementation of the programmes.

14. We have asked a number of specific questions. If you have any related issues which we have not specifically addressed, please use this space to report them:

Strategic Aims and Objectives - In terms of a strategic definition and the principles for the selection of projects, a balance should be struck between utilising EU intervention to address market failure, against targeting investments to capitalise on opportunity where economic drivers exist. The emphasis for strategic planning and projects must be counter-balanced with local and regional needs if interventions are to achieve their intended aims. The scope for part of the programmes to be delivered at sub-regional / regional levels through Integrated Regional Action Plans and Community Led Local Development should be explored fully with local and regional authorities.

Geographical Concentration – Intervention has historically been justified on the basis of market failure, as this provides the underlying justification for Economic Development intervention by the public sector. Where activity is justified on the premise of “opportunity” (e.g. significant private sector investment or key sectors), intervention must also address underlying market failure to support the structural economic change required.

Matched Funding – There is considerable pressure on matched funding across the public sector. Given this and the poor engagement of the Private Sector during this programming period it’s imperative that WEFO / WG provide project sponsors from the third and private sector with expert procurement and specialist help to access funding opportunities directly. We would also welcome a review of Article 55 which is felt to be a barrier to engagement for the private sector within the current round of programmes

Simplification – In order to streamline and simplify delivery of the new programmes DCC would welcome the Integrated Regional Framework approach to project delivery. It would allow stakeholders to work together & with other service providers to deliver packages of activities & interventions funded by CSF funds. It could build on existing structures both regional and sub regional and build also on existing regional projects and spatial programmes delivering in the region.

Project and Programme Evaluations - Linked to the comments above we would suggest that there is a lack of a co-ordinated approach to learn the lessons from current experiences to help inform the characteristics of successful projects in future rounds. Due to a lack of planning, there is a lack of information available to help guide the design of new EU programmes (i.e. no mid-term Evaluation deadlines set for WEFO to take stock of existing interventions). During programmes a coordinated response

Outputs, Outcomes and Indicators

We would welcome the move towards an Integrated Regional Framework of projects, it would be an opportunity to allow projects to contribute towards overall programme aims based on local need and potential outcomes rather than setting unrealistic targets. We would urge WEFO to adopt a more flexible approach to indicators, allowing a project to respond to local need whilst still complying with Programme objectives. We would encourage the continued monitoring of softer outcomes and better understanding by WEFO of their progression to harder outcomes for some ESF projects in particular.

Responses to consultations may be made public – on the internet or in a report. If you would prefer your response to be kept confidential, please tick here:

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Programme Development Division
Welsh European Funding Office
Welsh Government
Rhydycar
Merthyr Tydfil
CF48 1UZ

Wales and the EU: Partnership for Jobs and Growth Consultation on European Structural Funds 2014–2020: West Wales & the Valleys

We greatly welcome the opportunity to provide our views on the Consultation on European Structural Funds 2014–2020: West Wales & the Valleys.

These comments were prepared and are submitted by Denbighshire County Council. These comments also reflect and complement the views and comments made by North Wales Economic Ambition Board and the Welsh Local Government Association.

We welcome the work of the Welsh Government to seek opinions through this consultation document. We have provided our response to the questions outlined within the consultation document below.

In presenting our response to the specific questions raised within the Consultation Documents, we would also wish to highlight the following key points as being the main issues which merit detailed consideration and further consultation if we are to maximise positive impacts of future delivery of EU investments in Wales

Strategic Aims and Objectives - In terms of a strategic definition and the principles for the selection of projects, a balance should be struck between utilising EU intervention to address market failure, against targeting investments to capitalise on opportunity where economic drivers exist. The emphasis for strategic planning and projects must be counter-balanced with local and regional needs if interventions are to achieve their intended aims. The scope for part of the programmes to be delivered at sub-regional / regional levels through Integrated Regional Action Plans and Community Led Local Development should be explored fully with local and regional authorities.

Geographical Concentration – Intervention has historically been justified on the basis of market failure, as this provides the underlying justification for Economic Development intervention by the public sector. Where activity is justified on the premise of “opportunity” (e.g. significant private sector investment or key sectors), intervention must also address underlying market failure to support the structural economic change required.

Matched Funding – There is considerable pressure on matched funding across the public sector. Given this and the poor engagement of the Private

Sector during this programming period it's imperative that WEFO / WG provide project sponsors from the third and private sector with expert procurement and specialist help to access funding opportunities directly. We would also welcome a review of Article 55 which is felt to be a barrier to engagement for the private sector within the current round of programmes

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Project and Programme Evaluations - Linked to the comments above we would suggest that there is a lack of a co-ordinated approach to learn the lessons from current experiences to help inform the characteristics of successful projects in future rounds. Due to a lack of planning, there is a lack of information available to help guide the design of new EU programmes (i.e. no mid-term Evaluation deadlines set for WEFO to take stock of existing interventions).

Outputs, Outcomes and Indicators

We would welcome the move towards an Integrated Regional Framework of projects, it would be an opportunity to allow projects to contribute towards overall programme aims based on local need and potential outcomes rather than setting unrealistic targets. We would urge WEFO to adopt a more flexible approach to indicators, allowing a project to respond to local need whilst still complying with Programme objectives.

The Common Agricultural Policy Reform Rural Development Plan 2014-2020: Next Steps

Denbighshire County Council Response.

Introduction

- i. We greatly appreciate the opportunity to offer comments on the European Commission's proposed reforms to the Common Agricultural Policy (CAP) to the Welsh Government via this consultation document.
- ii. These comments were drawn up and are submitted by Denbighshire County Council. These comments also reflect and support a number of comments made by the Denbighshire Rural Development Plan Partnership, and Local Action Group.
- iii. We welcome the work of the Welsh Government to seek opinions through this consultation document. We have provided our response to the questions outlined within the consultation document below.

General Comments

We would like to note that the Rural Development Plan (RDP) for 2014-2020 is vital for the future development of rural Wales. However, it should not be considered as a panacea for rural areas, as the RDP alone cannot answer the continuing market failure and structural decline of our rural economy. It is essential that continued Structural Fund investment, alongside RDP investment is realised in rural Wales – in order to truly have a transformational impact on the economic future of rural Wales.

We believe that the main priority for the future of rural Wales, is to develop the future sustainability and resilience of our rural communities by: Tackling the negative effects of peripherality by supporting innovative methods of maintaining and extending the provision of services, encouraging communities to take action for their own benefit, exploiting energy, low carbon and digital technology opportunities; and creating the right circumstances for businesses to thrive in rural communities by ensuring we have the right infrastructure.

Through local partnership support, local authorities have played a central role in the successful delivery of the current RDP, in particular Axis 3 and 4. Without the financial support of local authorities in bank rolling, managing and delivering these Axes then the impact of these tools would be minimal. Therefore in terms of governance arrangements for the future RDP, we would stress that any governance arrangement should take into account of already existing structures and partnerships. The local Partnership and local area based strategies model has ensured local knowledge and skills have been harnessed through the programme.

For further information please contact

European and External Funding Team
Denbighshire County Council
Caledfryn, Smithfield Road
Denbigh, LL16 3RJ

Email: econ.dev@denbighshire.gov.uk

Tel: 01824 706781

Analysis of Rural Wales

1. Do you agree that the key issues for rural Wales have been identified in the SWOT and the Situational Analysis?

1.1 On the whole, we would agree with the identified SWOT analysis, and feel it is a very thorough analysis with regards to rural concerns.

2. Do you feel that the whole of Wales should be defined as eligible for EAFRD support? To what extent should we target EAFRD resources on particular geographical areas?

2.1 We feel strongly that in particular given the establishment of City Regions in Cardiff and Swansea Bay, and Newport as a 3rd region, not all of Wales should be deemed as eligible for EAFRD

2.2 We feel that RDP 2014-2020 should be limited to counties defined by WG as "Deep Rural". The reason for this is that as there is a focus within Structural Funds on urban/ city regions, it should not come at the detriment of rural areas and that RDP should therefore be targeted at these more rural areas.

2.3 The importance of urban-rural linkages must also be acknowledged so that rural areas can benefit as much as possible from any prioritisation of these urban areas, and, crucially, do not lose out on any financial re-allocations from rural to urban areas.

2.4 We feel that there is a need for a clear and consistent definition of rural and urban to be agreed. In Denbighshire for example it was felt that Dyserth should be defined as rural (this is not currently the case).

Programme Intervention Logic

3. Do you agree with the proposed alignment of opportunities to each of the European Commission's Priorities for rural Development?

3.1 We feel that there should be some knowledge and input into Priorities 1- 5 being delivered through Welsh Government, and a need for cross compliance, reporting back and transparency. Wider stakeholders need to know what interventions are being delivered across all the rural priorities regardless of the delivery body thereby ensuring a fair process and avoidance of duplication.

- 3.2 It was also felt that Priority 5: 13 should read 'Facilitating the supply and use of **appropriate** renewable sources of energy, of by-products, wastes, residues and other non food raw material for purposes of the bio-economy.'

Proposed Interventions

4. Do you agree with the proposed areas of support under the Competitiveness heading?

- 4.1 We agree with the proposed intervention under this heading, as long as competitiveness didn't compromise quality and profitability for farmers. Would support be delivered centrally? We would wish to emphasise that the greatest benefit would be derived if these were delivered locally to meet local needs.

5. Do you agree with the proposed areas of support under the Environment heading?

- 5.1 We feel that Priority 5: 8 should read 'Restoring, **conserving** (rather than preserving) and enhancing biodiversity, including in Natura 2000 areas and high nature value farming, and the state of European landscapes. Again we would emphasise that the greatest benefit would be derived if these could be delivered locally to meet local needs.

6. Do you agree with the proposed areas of support under the Community heading?

- 6.1 We believe point 57 ICT Uptake and Usage (page 37), needs to be strengthened. It was felt that ICT was an important issue for people and businesses within the rural communities. As so many businesses and sectors e.g. tourism are becoming reliant on ICT there is a need for this to have a much higher profile and be a higher priority, especially within the rural areas. This should include the provision of quality broadband with better network speeds to meet the needs of both businesses and communities.
- 6.2 We strongly support section 60 Strategic Spaces (page 37), with regards to Asset Transfers and feel that this should be better supported.
- 6.3 We strongly support the inclusion of Community and Voluntary Transport and Access to Services (page 37) in rural areas, and would argue that there is considerable cross over of activity here. Residents in outlying villages are still not able to access basic services and it's becoming more expensive to live in these areas with rising cost of fuel. Which leads to less retention in young /local people and local skills, culture and knowledge is being lost in these areas.

6.4 With regards to Tourism 61 (page 38) we would urge WG to ensure that medium scale capital infrastructure investment is identified as a priority under this measure to ensure that rural tourism developments that would contribute to the delivery of Destination Management Plans are able to be supported. Strategic links to be forged with similarly interested parties and cross border working to maximise the benefit for those visiting the area.

6.5 There is no reference made to Micro Businesses within the list of activities. We feel this is a significant omission. Sustaining rural business ought to be a stand alone action under this heading

7. What do you think are appropriate circumstances for the use of repayable loans grant funding?

7.1 On the whole we feel that there is potential for Wales to make much better use of loans grant funding.

7.2 Ultimately we do not feel that loan financing should replace grant aid, but rather be run in parallel with it. Should loans financing be undertaken we would urge that they be developed early, be flexible with clear guidance and avoid duplication with existing programmes.

7.3 Concerns need to be addressed regarding the administration of such schemes; the term, monitoring and repayments (which could be after the end of the project timescale). Loans would need to be more targeted to sectors locally.

7.3 We feel models for project structure ought to be shared demonstrating greater collaboration with banks / local accountants. We would also expect to see a sliding scales and better rates for businesses applying for loans.

7.4 Loans and grants should be based on demand rather than based on measures such as tourism, business or diversification. (Currently a business grant project under measure 312 cannot support tourism businesses as they are covered within measure 313.

8. What percentage of the EAFRD investment should be targeted at agri-environment activities and why?

8.1 We feel that individual member states should set their own percentages based on needs of the state.

LEADER

9. Do you agree that LEADER should be brought back to its original concept with the focus of support centred on innovation, piloting of new approaches, networking and bottom-up community working?

9.1 We agree that LEADER should return to its original concept. We would argue that LEADER groups continue to network and undertake bottom-up community working however LEADER is an economic programme which has lost its focus on innovation. We would like to see a greater emphasis placed on innovation and job creation for LEADER activity within the next programmes.

9.2 We would argue strongly that the bureaucratic structure of the RDP under the current round of programmes has stymied innovation of projects, and we welcome the acknowledgement by WG that processes need to be simplified. We would welcome the greater integration of EU programmes and a single approach to the management, monitoring and auditing of EU programmes.

9.3 We feel strongly that LEADER should be given its own measures within the RDP in order to be truly innovative. Measures should encourage innovation, creativity and networking, address local needs and empower rural communities.

9.4 Support to LEADER from the EAFRD should cover all aspects of the preparation and implementation of local development strategies as well as the support of cooperation among territories and groups which carry out bottom-up and community-led local development in the region.

10. With regards to the geographical application for LEADER for the 2014-2020 period which of the options presented would you support?

10.1 Option 1 c)

10.2 We would also argue strongly that in terms of governance arrangements for the future RDP, we would stress that any governance arrangement should take into account of already existing LAG structures and partnerships. However we acknowledge the need to reduce administrative costs and can see merit and economies of scale being achieved through some activities being regionalised. We would stress that this should not mean a regionalisation of any LAG or RDP partnership, rather some of the administrative functions could cover more than one County Area. It should be noted that Cadwyn Clwyd LAG does already operate over 2 county areas.

10.3 We believe that in order to deliver the benefits of LEADER as an economic driver to rural communities that there should not be limitations (with the exceptions of City Regions see 2.1) placed upon the geographical coverage of LEADER or the Rural Development Plan

Sub Themes

11 Do you think that there are good grounds for an Uplands Sub-Theme? What economic arguments are there? What sort of intervention would be valuable?

11.1 Yes, we feel there's very good grounds for an Upland Sub-theme.

11.2 We would however want to ensure LAG engaged in any Tourism and Community actions and Renewable Energy and Micro Enterprise project developed within this sub theme.

12 Do you think there are good grounds for a Young People or Young Farmer sub-theme? Should the focus be on Young People in general or Young Farmers, and why? What sort of intervention would be valuable?

12.1 Whilst we believe Young Farmers should be targeted, we feel that a wider focus on retention of our young people within rural communities should be the focus of this sub-theme. We would also argue strongly that support for young people should be across all RDP Priorities.

12.2 The issue is exacerbated by rural villages not being able to access basic services due to rising cost of living. This leads to less retention of young/local people and local skills, and a subsequent loss of culture and knowledge in these areas.

Equality

13. Do you think that treating equality as a cross cutting theme is adequate, or are there grounds for a specific intervention? What sort of intervention would be valuable and why?

13.1 We feel that Equality should remain a Cross Cutting Theme, and that it is sufficiently important that all initiatives are required to address it as a theme.

Delivery Framework

14 Do you agree with the proposed delivery framework proposed by the Welsh Government in the implementation of the next RDP?

- 14.1 We broadly welcome the need for RDP to be more focussed in its approach to interventions. But echo the need for the more streamlined approach outlined have enough flexibility to reflect needs on the ground
- 14.2 We would want further clarity of the proposed approach of beneficiaries establishing their need and then being guided through a business planning process and guided to the best fit. It is essential that this role is not centralised and that local support is provided. Given the community development focus of the programme local knowledge is essential in supporting potential applicants.
- 14.3 We would urge WG to present timings for this Business planning process. Experience under Structural Funds during the current programmes have seen projects take significant time to gain approval. We would suggest the need for agreed timescales for responding to questions/ enquiries from WG.

15. How can we improve the alignment of the RDP with other funding sources and get maximum benefit?

- 15.1 We would welcome a single website to encompass all the CSF Funds. But we would stress that it would need to be more than just a portal though - the CSF funds must be genuinely coordinated effectively with other funding streams and programmes to maximise the transformational effects of these funding streams in Wales.
- 15.2 DCC welcomes a stronger emphasis on e-cohesion and the ability of beneficiaries to submit all information by way of electronic data exchange. But, these simplification measures must be realised at an operational level in order to ensure that their impact is felt during the implementation of funds on the ground. Simplification in the past has in fact lead to increased bureaucracy at the implementation level.
- 15.3 We would also welcome greater integration of payment and audit systems. Regular audits of activity including procurement and publicity are needed. We would suggest that the current RDP programme has concentrated on auditing the defrayment of expenditure frequently at the expense of other processes. A great benefit to the alignment of Performance Indicators and the reporting system to capture these.
- 15.4 We would also emphasis the need for payments systems for RDP to be aligned with Structural Funds not Single Farm Payments.

16. How might implementation of future RDP Programme be simplified and streamlined?

- 16.1 The WG management of funds and processes and procedures needs to be simplified in order to make rural development more effective and less onerous, and focusing on outcomes as opposed to compliance.
- 16.2 Need for forward thinking at the beginning of the programme, get things in place prior to the start of the programme. It was strongly agreed that WG should not 'move goal post' during a programme/project lifecycle and request additional details and retrospective information not previously requested.
- 16.3 It was felt that there was a need for tighter formulas and guidance when providing targets and justifications for project proposals, and that this should be in place from the outset.
- 16.4 Need for definition clarification at the start of a programme and final versions of performance frameworks.

17. Additional comments/ issue not addressed.

- 17.1 In our opinion, the EAFRD has a key role to play, together with the Structural Funds, in ensuring a thriving and sustainable future for rural communities in Denbighshire; by supporting specific responses to the additional challenges that these areas face as a result of their peripherality and their dependence on a narrow range of sectors.
- 17.2 We believe that the main priority for the future of rural Wales, is to develop the future sustainability and resilience of our rural communities by: Tackling the negative effects of peripherality by supporting innovative methods of maintaining and extending the provision of services, encouraging communities to take action for their own benefit, exploiting energy, low carbon and digital technology opportunities; and creating the right circumstances for businesses to thrive in rural communities by ensuring the correct infrastructure.
- 17.3 Through local partnership support, local authorities have played a central role in the successful delivery of the current RDP, in particular Axis 3 and 4. Without the financial support of local authorities in bank rolling, managing and delivering these Axes then the impact of these tools would be minimal.
- 17.4 The role of the Wales Rural Network should be reviewed to provide better strategic/ focussed promotion of key successful projects across Wales and what has been achieved.

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Report To: Cabinet

Date of Meeting: 16th April 2013

Lead Members: Councillor Hugh Evans, Cabinet Lead for Economic Development, Councillor Huw Jones, Cabinet Lead for Tourism, Leisure & Youth (including Rural Development)

Report Author: Rebecca Maxwell, Corporate Director: Economic & Community Ambition

Title: Moving from Town to Area Plans

1. What is the report about?

During 2011/12, Denbighshire County Council developed and agreed Town Plans for the County's seven principal towns, excluding Rhyl. A similar exercise was carried out in Rhyl to develop the Rhyl Going Forward Delivery Plan. The Town Plans have allowed community needs and priorities to be identified for each major settlement. They have not yet, however, addressed the needs and priorities of smaller and more rural communities. In January 2013, Cabinet agreed to expand Town Plans into broader Area Plans. This report describes how that will happen.

2. What is the reason for making this report?

To seek approval for the process for expanding Town Plans into broader Area Plans incorporating smaller and more rural communities across Denbighshire.

3. What are the Recommendations?

That Cabinet approves the process for expanding Town Plans into broader Town based Area Plans as set out in this report, including specifically:

- The communities covered by each Plan, set out in Appendix 1
- The consultation arrangements, set out in Appendix 2
- The expectation that Area Plans are completed by September 2013

4. Report details.

Background

- 4.1 During 2011/12, the Council conducted a major exercise to compile Town Plans for the County's seven principal towns, excluding Rhyl, in order to identify community needs and priorities. A similar exercise was carried out in Rhyl to develop the Rhyl Going Forward Delivery Plan. The Town Plans for

Corwen, Denbigh, Llangollen, Prestatyn, Rhuddlan, Ruthin and St Asaph were approved by Cabinet between December 2011 and March 2012.

- 4.2 At its meeting in January 2013, Cabinet approved an initial allocation of funding for projects identified as Year 1 priorities in the Town Plans. At the same time Cabinet agreed to expand the Town Plans into broader Area Plans.
- 4.3 Since 15th January 2013, the Town Plans Co-ordination Group has considered the appropriate process for expanding the existing Town Plans into broader Area Plans. In doing so it has addressed 3 main questions:
 - a) What is the appropriate 'area' for an Area Plan?
 - b) How should the Area Plans be developed?
 - c) What will the Area Plans look like?

Areas to be covered

- 4.4 In considering what area the Plan should cover, the Group considered two options – Plans covering Member Area Group areas, or areas incorporating the Towns and the communities that have a traditional or natural affinity to them. Given that Area Plans, are intended to enact the Council's commitment to community based planning and its ambition to be Closer to the Community, Group members concluded that the second option – Towns and their Associated Communities – was preferred. Whilst slightly more complex to manage from a Council perspective, the Group felt that such Plans are more easily understood by residents. This approach is also in line with best practice in community led planning and economic development of market towns.
- 4.5 Appendix 1 sets out the communities to be covered by each Plan. These have been discussed and agreed by Member Area Groups and are believed to represent the 'best fit' natural links between communities and towns.
- 4.6 The Town Plan Co-ordination Group also considered the question of how many Plans there should be. The Group concluded that in total there should be 9 Plans – the existing 7 Town Plans, the Rhyl Going Forward Programme for Rhyl and a new Plan for Bodelwyddan, to be developed if the proposed Local Development Plan is approved.

Developing the Plans

- 4.7 The Town Plan Co-ordination Group recognises that good local consultation must be at the foundation of the new Area Plans if they are to be truly community based and reflective of local needs and priorities. In order to ensure consistency of approach, the Co-ordination Group has agreed a broad framework for consultation. This is set out in Appendix 2. In keeping with the Town & Community Councils Charter, proposals have been designed to ensure that Community Councils lead consultation and engagement at local level.
- 4.8 The Group recommends that Town Plan Champions, supported by their Support Officers, should draw up detailed consultation plans for the smaller and more rural communities to be incorporated into their Area Plan in line with this framework. MAGs will agree the local consultation arrangements.

- 4.9 A small number of Councillors will have communities within their wards incorporated in an Area Plan outside their Member Area Group. Since MAGs will have an important role in the development of the new Area Plans, the Town Plan Co-ordination Group has considered how best to handle this and recommends the following:
- Local Members are consulted by the Town Plan Champion on how best to consult with their individual communities
 - To inform the local consultation, local Members are invited at the start of the process to identify any key issues or priorities they are aware of within their communities
 - Local Members are invited to attend relevant MAG meetings when the Area Plan is being considered for approval. If they are unable to attend, the Lead Member for Tourism, Leisure and Youth, acting in his role as Rural Champion, will ensure the interests of all rural communities, including those not normally covered by a MAG area, are adequately incorporated into the emerging Area Plans.
- 4.10 Area Plans will be developed by the Plan Champions based on the local consultations carried out and will be reviewed by MAGs. Once agreed by the MAG, the Area Plan will be referred to Cabinet for approval. Funding for early priorities can also be allocated at that stage. Area Plans are likely to come forward at different paces depending on the complexity of local consultation. A target date of September 2013 for all Area Plans to be agreed is recommended however.

Structure of Area Plans

- 4.11 The new Area Plans will have 3 broad sections – one identifying the vision and priorities for each Town, a second identifying how smaller and more rural communities relate to the Town, and a third setting out any specific needs or priorities for the smaller and more rural communities. The consultation proposals discussed above and set out in Appendix 2 will focus on the second and third sections of the Plans.
- 4.12 It is not intended to revisit the Town Plan section or priorities at this stage, although future phases of consolidation and strengthening of the Plans will allow issues and priorities to be reviewed as circumstances change. A route map for future stages of development is suggested in Appendix 3.

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

- 5.1 The Corporate Plan identifies vibrant and economically active towns and communities as essential components of a strong local economy. The consolidation and expansion of Town Plans into broader Area Plans extends this work into smaller and more rural communities.

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

A budget to fund priorities arising from the Town/Area Plans has been agreed. An initial allocation of around £600k was made to Town Plan Year 1 priorities in January.

The remaining budget was retained for allocation to early priorities emerging from the wider Area Plans and any projects emerging from the review of priorities for Rhyl. Recommendations for further allocation to emerging priorities will be made as Plans come forward to Cabinet for approval.

7. What consultations have been carried out and has an Equality Impact Assessment Screening been undertaken?

The Town Plan Co-ordination Group has discussed the proposals outlined in this report. Denbighshire Voluntary Services Council (DVSC) has also been consulted on engagement of the voluntary/Third Sector in development of the Area Plans.

Communities Scrutiny will review the proposals at a special meeting on 2 April 2013. Comments from the Community Scrutiny Committee will be made available to Cabinet at its meeting.

Consultation arrangements for developing the Area Plans are as set out in the report.

8. Chief Finance Officer Statement

The development of town plans is important to provide a process to allow investment in key community and town projects.

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

The risks associated with implementation of the wider Area Plans are:

- Failure to address the needs and priorities of smaller and more rural communities
- Uncoordinated spend on projects with little or unclear strategic or local benefit
- Failure to fund identified priorities

These risks are addressed through the process outlined in this report, and specifically the consultation proposals set out in Appendix 2.

The risk of not delivering the actions identified for completion in the early years of the Town Plans has been reduced by creating the roles of Town and Area Plan Champions to drive the delivery of the priorities identified within the relevant Town and Area Plans and by allocating budgets to enable priority actions to be funded which otherwise could not be delivered through existing service budgets.

10. Power to make the Decision

Section 2 of the Local Government Act 2000 gives the Council the power to do anything which it considers is likely to promote or improve the economic, social and environmental well-being of the area.

Area Plan coverage

Area Plan	Rural Communities	MAG		
Prestatyn Area Plan	Meliden	Prestatyn*		
Rhuddlan Area Plan	Cwm	Elwy*		
	Dyserth			
	Bodelwyddan**			
St Asaph Area Plan	Rhuallt	Elwy*		
	Cefn			
	Tremeirchion			
	Trefnant			
	Waen			
Denbigh Area Plan	Bodfari	Elwy		
	Sodom			
	Henllan	Denbigh*		
	Nantglyn			
	Prion			
	Saron			
	Aberwheeler			
	Llangwyfan			
	Llandyrnog			
	Llanrhaeadr			
	Ruthin Area Plan		Bontuchel	Denbigh
			Cyffylliog	
Rhewl				
Llanynys				
Llangynhafal		Ruthin*		
Gellifor				
Llanbedr DC				
Llanferres				
Maeshafn				
Eryrys				
Llanarmon yn Ial				
Llandegla				
Llanfair DC				
Graigfechan				
Pentrecelyn				
Pwllglas				
Clocaenog				
Derwen				
Bryn Saith Marchog				
Corwen Area Plan			Gwyddelwern	Ruthin
	Bettws Gwerfil Goch			
	Melin y Wig			
	Bryneglwys			
	Llandrillo	Dee Valley*		
	Cynwyd			
	Carrog			
	Glyndyfrdwy			
Llangollen Area Plan	Llantysilio	Dee Valley*		

* Host MAG

** Bodelwyddan will have a separate Plan assuming Denbighshire's proposed Local Development Plan is agreed.

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Consultation Proposals for Developing Area Plans

Each Plan Champion will tailor consultation arrangements to meet local needs and circumstances, however consultation for development of the Area Plans will take place within the following framework:

Step 1: Local Members are consulted on issues and priorities for individual communities within their Wards and invited to comment on consultation arrangements

Step 2: Targeted preliminary discussions are held with key local stakeholders to explore potential community issues and priorities. Stakeholders will vary according to local circumstances, but should cover the following sectors:

- Community Council
- Local School(s)
- Key local businesses/business groups
- Any significant local community or voluntary organisation(s)

Discussions will cover issues and priorities already contained within the Town Plans and will focus on a) how communities ensure they benefit from Town developments, and b) any specific needs/priorities within communities. The purpose of these preliminary discussions is to take soundings to inform consultation papers rather than definitively agree what should be in a Plan.

Step 3: Issues identified in Steps 1 & 2 above are collated into an Issues Report for local consultation. The local Community Council is invited to host the consultation, which should be open to any local resident or stakeholder group.

Community Councils will be encouraged to ensure the consultation is well publicised within the local community and where possible innovative approaches are adopted to ensure a wide audience for the consultation. The Council will also invite comment through its website and other social media channels, feeding back any comments received to the Plan Champion.

Step 4: Feedback from the individual community consultations is collated and presented to the relevant MAG for consideration and review. From this, the Champion oversees production of the draft Area Plan, which is referred to Cabinet for approval once it has been agreed by the MAG.

Members representing all communities in an Area Plan will be invited to attend the MAG meeting at which the Plan is being considered regardless of whether they are normally a member of that MAG or not. The Lead Member for Tourism, Leisure & Youth in his role as Rural Champion, will ensure all rural communities are appropriately incorporated into the Area Plan.

The Co-ordination Group will review all Plans prior to referral to Cabinet.

Step 5: Plans agreed by individual MAGs are referred to Cabinet for formal approval, including allocation of funding for any identified Year 1 priorities.

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Route Map for Further Development of Area Plans

How do we move from Town to Area Plans?

Output from discussions with Town Plans Co-ordinating Group, 26/2/13

Where we are

- 7 Town Plans
- Short, medium and longer term priorities for each Town
- An identified budget – revenue and capital
- Some concerns about community support for and buy-in to the Plans
- Some concerns about the level of ambition and strategic links
- Some concerns about links between the Plans and Service plans



Where we want to be

- Broader Area plans covering the whole County area
- Owned by the local community and reflecting their priorities
- Full engagement of local private and third sector (plus other public sector?)
- Ambitious and with clear links to Denbighshire's corporate priorities
- Guiding documents for service planning and funding decisions
- Referenced by Grant funders to identify local support and priority for external grant funding applications
- Living documents that change as need and priorities change



What we need to do

Phase 1 work

Town to Area

1. Agree what an 'Area' is for planning
2. Agree the boundaries
3. Capture local priorities
4. Local consultation and engagement
5. Write and approve new plans

Phase 2 work

Raising the Ambition

6. Evaluate existing priorities in Town Plans against local profiles, strategic priorities/vision etc
7. Facilitate further local discussion

Making connections

8. Evaluate Service etc plans against Area Plans and align priorities
9. Raise profile of Area Plans with funding bodies

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**Role of the Town & Area Plan Champion
(agreed by Cabinet in January 2013)**

Context for the role

To deliver its strategic aim of being an excellent council which is close to its community, the County Council invited the town and community councils and the businesses, community and voluntary sectors in each of its main towns and the smaller outlying communities which relate to them to join together to develop town and community plans. These are living documents which will be subject to regular reviews and which set out

- the current situation in the towns
- the key challenges and opportunities which they will face over the next decade
- a vision for each town which will provide it with a sustainable future, and
- realistic and achievable actions which will deliver that vision.

Purpose of the role

To drive delivery of the priorities identified within the relevant Town and Area Plan

To facilitate effective communication within the Member Area Group and with other relevant local town and community stakeholders in relation to the Town and Area Plan

To lead the process for identification, review and development of emerging priorities within the relevant Town and its associated Communities

Accountabilities

- a. Contribute towards the development of corporate policy in relation to Town & Area Plans through participation in the Town & Area Plan Co-ordination Group
- b. Communicate corporate developments relating to Town & Area Plans to the relevant Member Area Group
- c. Feedback opinions expressed at the Member Area Group to the Town And Area Plan Co-ordination Group and to the Cabinet Lead Member for Economic Development in whose portfolio the responsibility for Town and Area Plans lies
- d. Receive performance reports in relation to the delivery of Town & Area Plan priority projects from the Single Point of Contact Officer and present these to the relevant Member Area Group on a quarterly cycle
- e. Ensure that matters of concern drawn to the attention of the Town & Area Plan Champion by the Single Point of Contact Officer are raised with Heads of Service, members of the Corporate Executive Team, Cabinet Lead Members or in other corporate fora as appropriate

- f. Act as an advocate for Town & Area Plans, reporting progress to town and community councils, business representative groups and other community organisations
- g. Contribute to corporate processes for allocating funds from budgets assigned to corporate priorities and external funding to support priority actions identified in Town & Area Plans

Report To:	Cabinet
Date of Meeting:	16 April 2013
Lead Officer/Member:	Alan Smith / Barbara Smith
Report Author:	Tony Ward
Title:	Corporate Plan 2012-17 (Quarter 3 Report)

1. What is the report about?

- 1.1. This paper presents a third quarter update on the delivery of the Corporate Plan 2012-17.

2. What is the reason for making this report?

- 2.1. The council needs to understand progress of its contribution to the delivery of the Corporate Plan outcomes. Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the council exercises its duty to improve.

3. What are the Recommendations?

- 3.1. It is recommended that Members consider the report, and decide on any further actions required to respond to any performance related issues highlighted within the report.

4. Report details

- 4.1. The appendix to this report presents a summary of each outcome in the Corporate Plan. The areas where further work may be required are summarised below:
 - 4.1.1. The work to formalise plans for dropped kerbs has not progressed and is flagged as "red" which means that it does not appear to be manageable or resolvable at this stage. This is a concern as it has clear association to an indicator in the Corporate Plan and it also forms a key contribution to the council's Strategic Equality Plan.
 - 4.1.2. The percentage of pupils that leave without an approved qualification is a "priority for improvement" and requires continued efforts from the service to improve this to an "acceptable" status.
 - 4.1.3. The issuing of all fixed penalty notices has exceeded expectation, but the issuing of fixed penalty notices for dog fouling is highlighted as a "priority for improvement". Current data suggests that only 2% of all fixed penalty notices issued were in relation to dog fouling.
 - 4.1.4. Also identified as a "priority for improvement" is the percentage of initial core group meetings held within 10 days of the initial child protection conference,

which is important as it highlights the safeguarding of children through timeliness of core group meetings. Performance has been improving throughout the year but needs to continue to improve by around 10% to ensure "acceptable" status.

- 4.1.5. The timely determination of householder planning applications is a "priority for improvement." The position has slightly worsened this year demonstrating the need for the council to continue to focus on the determination of planning applications in a timely manner.
- 4.1.6. The coordination efforts to draw together the information necessary to prepare such a report highlights some data gaps, and more importantly gaps in the structure of the economic, modernisation and housing priorities.
- 4.1.7. A general piece of work is required to project data forward and clearly express the council's ambition for this Corporate Plan. We understand the current position for the majority of indicators and performance measures in the Corporate Plan, but we require a better understanding of our ambition for the future. This will help the council understand and track progress towards its ambition. It will also help reporting, as a number of outcomes do not expect immediate improvements, so continually reporting something as a "priority for improvement" without understanding if we are on track to achieve our long-term ambition for improvement could appear unnecessarily critical. The independent living outcome is one such example that will benefit from clearly identifying our long-term ambition for improvement.

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

- 5.1. This report focuses on summarising the delivery of the Corporate Plan. Any decisions made will be based on our current knowledge of each corporate priority, and will contribute to the successful delivery of activity to support these priorities.

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

- 6.1. The Corporate Plan 2012-17 set out how much additional money the council aims to invest in each corporate priority during the next 5 years. Apart from that additional investment, it is assumed that the corporate plan can be delivered within existing budgets.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

- 7.1. An Equality Impact Assessment was undertaken on the Corporate Plan and presented to Council on 09 October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities. However, it should be noted that one of the areas highlighted as a "priority for improvement" (dropped kerbs) was identified as an

activity because of the Equality Impact Assessment of the Corporate Plan. The status of this activity is therefore of particular concern from an equality perspective.

8. What consultations have been carried out with Scrutiny and others?

8.1. The information necessary to produce this report comes from individual services, and a draft of the report was circulated to the Senior Leadership Team for comment prior to being circulated to Members. The report is also due to be discussed by the Performance Scrutiny Committee on 11th April 2013.

9. Chief Finance Officer Statement

9.1. Not required for this report.

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

10.1. There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the council being unable to deliver its Corporate Plan.

11. Power to make the Decision

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

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Guidance on Performance Reporting

Each of the council’s corporate priorities has one or more “outcomes” which describe the benefits we aim to deliver for our communities.

We use a selection of “Indicators” to indicate progress in delivering these outcomes. Indicators do not directly measure the performance of the council, as most indicators are outside of the direct control of the council. However, they are important as they are designed to tell us something about the delivery of the outcomes.

Each outcome also has a selection of “performance measures” which we use to evaluate the contribution that the council is making to the delivery of the outcome. The performance measures are designed to measure the success of the work undertaken by the council to support the outcomes.

Each indicator and performance measures is given a status which describes the current position. A colour is used to describe the status, and they are defined as:

Status	Definition
Green	The current position is excellent
Yellow	The current position is good
Orange	The current position is acceptable
Red	The current position is a priority for improvement

Where an indicator or performance measure has no status, this is either because it is new (data therefore do not yet exist) or because further work is required to define what “excellence” etc. looks like for that data.

Each outcome also has “improvement activities” which are projects and actions designed to contribute to the delivery of the outcome. We monitor to delivery of these activities by providing a “delivery confidence”. The same 4 colours are used to mean the following:

Status	Delivery Confidence Definition
Green	Successful delivery appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Yellow	Successful delivery appears probable but significant issues already exists requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun.
Orange	Successful delivery is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible.
Red	Successful delivery appears to be unachievable. There are major issues on definition, schedule, budget required quality or benefits delivery, which at this stage does not appear to be manageable or resolvable. The activity may need re-base lining and/or overall viability re-assessed.

Priority: **Developing the Local Economy**

The delivery of this priority will be through the Economic and Community Ambition Programme, which will focus on six outcomes (or key strategy themes). As the programme develops, so will the indicators and performance measures. Their status remains in development, so the summary below focusses only on the activities identified to support the priority in the Corporate Plan Delivery Document 2012/13.

Outcome: The infrastructure that connects the county internally, to the wider region and beyond, will enable individuals and businesses based in Denbighshire to compete effectively in wider markets for jobs and trade

Summary of the council's contribution to the outcome	
<p>The North Wales Economic Ambition Board is now formally agreed by all 6 Councils. Alongside the three identified priorities (Advanced Manufacturing, led by Flintshire; Energy & Environment, led by Anglesey; and Inward Investment , led by Wrexham), Denbighshire is leading on the development of an integrated Infrastructure Investment Plan and a Skills Development Plan. Understanding the economic benefit for investment in Rail Electrification in North Wales has been identified as an early priority for the Infrastructure Investment Plan. Denbighshire will work closely with TAIH and the Welsh Government to develop business case evidence.</p>	
Improvement Activity	Status
Updated on:	
The North Wales Regional Economic Ambition Board	Green

Outcome: Denbighshire will have a workforce with the skills required for business growth

Summary of the council's contribution to the outcome	
<p>The status of discussions between Rhyl City Strategy and the Honey Club is orange, which identifies that successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. The issue relates to the compulsory purchase order of the adjoining property. This is causing delays to the project, although this should be resolved in June.</p>	
Improvement Activity	Status
Updated on:	
	31.12.2012
Closing the skills gap in Denbighshire ¹	Green
Facilitate discussion between Rhyl City Strategy and Honey Club ²	Orange

¹ This council will work with businesses, the Sector Skills Council, and Careers Wales to identify skills gaps and then work with schools, careers advisors, and colleges to develop advice and courses for young people.

² This is work to facilitate discussions with the new owners of the former Honey Club site and Rhyl City Strategy.

Outcome: **Businesses will develop and grow in Denbighshire**

Summary of the council's contribution to the outcome	
Delivery of the local economic ambition strategy has been incorporated into the overall Economic and Community Ambition (ECA) Programme. This offers an opportunity to streamline the output so that it feeds directly into the ECA programme. The Task and Finish Group is about half way through its deliberations and is on track for delivery of a draft Strategy and Action Plan by the July Council meeting, enabling public consultation (including with businesses) over the summer, and final sign off in September.	
Improvement Activity	Status
	Updated on: 31.12.2012
Bee and Station Hotel ³	Green
Fund capital projects to micro rural enterprises ⁴	Green
Develop a Local Economic Ambition Strategy	Yellow
Restructure support for Economic Development & Regeneration	No information

Outcome: **Denbighshire's existing economic strengths and new potential will be maximised**

Summary of the council's contribution to the outcome	
Improvement Activity	Status
	Updated on: 31.12.2012
Develop the tourism sector by delivering new and improved mountain bike trail initiatives:	
• Llyn Brenig Area	Yellow
• Llantyslio Mountain	Yellow
• Moel Famau	Yellow
Develop the tourism sector by delivering six web based digital trails	Green
The Regional Economic Ambition Board will work on three key priorities:	Yellow
• Attracting Inward Investment	No information
• Energy & Environment Sector	No information
• Advanced Manufacturing Sector	No information

³ This is the work to redevelop the derelict Bee & Station Hotel in Rhyl into quality business accommodation.

⁴ The council will publicise funding opportunities for capital projects to micro rural enterprises under the Rural Development Plan's rural Denbighshire business creation and development project.

Outcome: Towns and rural communities will be revitalised

Summary of the council's contribution to the outcome	
The work to deliver this outcome is progressing as planned; there are no outstanding issues threatening delivery.	
Improvement Activity	Status
	Updated on: 31.12.2012
Year 1 projects within Town Plans will be delivered with our support	Green
Finance plans for projects will be developed for subsequent years	Green

Outcome: Deprivation in parts of Rhyl and upper Denbigh will be reduced

Summary of the council's contribution to the outcome	
Three physical regeneration projects in Rhyl identify an orange status, which means that successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. The harbour issue relates to benefits realisation causing the orange status and both the Honey Club and Rhyl Housing Improvements relate to compulsory purchase orders delaying the projects.	
Improvement Activity	Status
	Updated on: 31.12.2012
Parental support for deprived 0-4 year olds ⁵	Yellow
Delivery of Welfare Rights Support in Denbighshire ⁶	Green
Delivery of additional Welfare Rights Support in Denbighshire ⁷	Green
North Denbighshire Cluster bid for Communities First Scheme ⁸	Yellow
Rhyl Harbour development	Orange
Honey Club Hotel development in Rhyl	Orange
West Rhyl Housing Improvement Project	Orange

⁵ A conglomerate of activity from outcome four in the Big Plan where parents will have access to Health Visitors, Language & Play sessions, Childcare, and Parenting Programmes.

⁶ The delivery of free phone advice lines, office interviews, home visits, outreach services, and representation at appeal tribunals will be available to families, children, young people, and communities.

⁷ The provision of information on housing and employment rights, resolving personal debts, money management, saving energy, and accessing other relevant family and community services to families, children, and young people.

⁸ The North Denbighshire Cluster is made up of parts of Rhyl and part of Upper Denbigh.

Priority: Improving performance in education and the quality of our school buildings

Outcome: Students achieve their potential

Summary of the current position for the outcome	
<p>The overall position for this outcome is positive. We are using the “best in Wales” as the benchmark for excellent performance in educational attainment. Using this benchmark, Denbighshire has an "excellent" or "good" status for three of the five attainment indicators. The two remaining attainment indicators fall below the upper quartile in Wales, which represents an "acceptable" status.</p> <p>However, the percentage of pupils that leave without an approved qualification is a "priority for improvement". In order for our position to become "acceptable" in future years, a reduction of around 0.5% (from our current position of 0.82%) looks necessary.</p>	
Indicator	Status
Updated on:	
	31.12.2012
% pupils achieving the level 2 threshold or vocational equivalents	Excellent
% pupils achieving the level 2 threshold, inc English/Welsh & maths	Acceptable
Average Capped Points Score for pupils at Key Stage 4	Good
% pupils who achieve the Core Subject Indicator at Key Stage 4	Good
% pupils who achieve the Core Subject Indicator at Key Stage 2	Acceptable
% pupil attendance in primary schools	Excellent
% pupil attendance in secondary schools	Excellent
Average number of school days lost per fixed term exclusion	Excellent
% all pupils that leave without an approved qualification	Improvement Priority

Summary of the council's contribution to the outcome
<p>Overall, we are confident that the council has systems in place to support students to achieve their potential. However, further work needs to be done to consider the excellence thresholds and interventions for all performance measures. This is necessary for the council to understand how good the current position is. The current data is therefore presented as is, without any contextual analysis.</p>

Performance Measure	Status
Updated on:	
	31.12.2012
No. of primary school places provided by mobile classrooms	616
No. of secondary school places provided by mobile classrooms	584
No. of surplus places as a % of total primary school places	18.12%
No. of surplus places as a % of total secondary school places	15.13%
No. of deficit places as a % of total primary school places	1.80%
No. of deficit places as a % of total secondary school places	0.35%
Improvement Activity	Status
Updated on:	
	31.12.2012
Support and challenge governing bodies to secure strong leadership	Yellow
Work with education services in North Wales (RESIS)	Green
Works to improve Ysgol Dyffryn Ial	Green
Works to improve Ysgol y Llys	Green
Works to improve Ysgol Dewi Sant	Green
Works to improve Ysgol Twm O'r Nant	Yellow
Works to create an area school in Cynwyd	Green
Replace gymnasium used by Denbigh High School	Green
Consultation on the Ruthin Area primary education review	Green
Potensial Project to work with young people at risk of NEET	Green
Welsh in Education Strategic Plan	Green
Pilot a system for collecting data on incidences of bullying in schools	Green

Priority: Improving our roads

Outcome: Residents and visitors to Denbighshire have access to a safe and well-managed road network

Summary of the current position for the outcome	
<p>For the road condition indicators, we are using the benchmarking group of rural local authorities in Wales rather than all Welsh authorities. In this context, the combined indicator for A, B & C roads shows that our current position is "good". Our focus in recent years upon rural roads is reflected in an improvement in our C roads, which are also classified as "good". However, the indicators for A and B roads show that improvement in these roads remains a "priority for improvement." The satisfaction indicators came from the 2011 Residents Survey, and updated results will come from the next survey which will take place over the Summer of 2013. We hope that this will show an improvement in peoples' perception of the road condition in Denbighshire relative to the actual improvements shown by the road condition indicators.</p>	
Indicator	Status
	Updated on: 31.03.2012
% satisfaction: maintain main roads in good condition	Improvement Priority
% satisfaction: maintain streets in towns & villages in good condition	Improvement Priority
% satisfaction: maintain rural roads in good condition	New
% A, B & C roads that are in overall poor condition	Good
% principal A roads that are in overall poor condition	Improvement Priority
% non-principal/classified B roads that are in overall poor condition	Improvement Priority
% non-principal/classified C roads that are in overall poor condition	Good
% key routes where a drop-curb route is in place	No data

Summary of the council's contribution to the outcome
<p>The council has an "excellent" status for the percentage of damaged roads and pavements made safe within the targeted time and of category C (Final) Street Works inspections are carried out on utility works before their guarantee period ends.</p> <p>Concerning the percentage of annual structural maintenance expenditure that was spent on planned structural maintenance, more work is required from the service to identified recent data and thresholds. This is also true of another two performance measures.</p> <p>The work to formalise plans for dropped kerbs has not been developed. The project is red, which means, "there are major issues on project definition, schedule, budget, required quality, or benefits delivery, which at this stage does not appear to be manageable or resolvable. The project potentially requires re-base lining and/or overall viability re-assessed." This is a concern as it has a clear association with an indicator for this priority and it also forms a key contribution to the council's Strategic Equality Plan.</p>

Performance Measures	Status
Updated on:	
	31.03.2012
% planned Highways Capital Maintenance Programme achieved	No data
% of planned spend spent on planned structural maintenance	No data
% timeliness of category C (Final) Street Works inspections	Excellent
% damaged roads and pavements made safe within target time	Excellent
% road condition defects (CRM queries) resolved within timescale	No data
No. of successful claims concerning road condition during the year	5
Improvement Activity	Status
Updated on:	
	31.12.2012
Focus capital maintenance on roads important to communities	Green
Resurfacing works	Yellow
Surface dressing works	Yellow
Major reconstruction of the B4391 in the Berwyn mountains	Green
Review preparations for Highways Winter Maintenance	Yellow
Formalise plans for dropped kerbs	Red

Priority: **Vulnerable people are protected and are able to live as independently as possible**

Outcome: **Vulnerable people can live as independently as possible**

Summary of the current position for the outcome

The data shows that Denbighshire supports a proportionally larger percentage of the adult population with formal care packages, when compared across Wales. In the context of this outcome, this is viewed as a negative. To date the primary focus has been on developing short-term support that enables people to live independently and reduce the need for long-term care/support (reablement). This approach has been successfully targeted at new people approaching the Department for support. To date 1278 people have been helped by our intake and reablement service. Positively, 71% of these people no longer need a social care package. However, to improve performance we will need to take a wider strategic focus to reduce dependency for people already in receipt of services. This will require continued investment in developing appropriate community based activities and support networks that promote and support people to live independent lives. The approach is in line with the new Social Services and Wellbeing Bill. However, it will inevitably mean some tough decisions about how we remodel existing services, which will require close working with communities and elected members.

This is also true of those who cannot live with independence, especially with regard to those who require residential care support. The residential care element is a historic and known factor, and something that the council has a long-term plan to influence. Indeed this year our placement rate into Care Homes for older people has been 4.68. When historic cases are included, the rate is 22.77.

The indicators relating to the percentage of people who receive particular care options both show the current position as being "excellent."

Indicator	Status
	Updated on: 31.03.2012
% adult population who live independently	Improvement Priority
% adult population who cannot live independently	Improvement Priority
% who receive modern supportive options	Excellent
% who receive traditional care options	Excellent

Summary of the council's contribution to the outcome

The known performance data highlighting the council's contribution presents a positive picture and we are performing well in a number of areas supporting people to live independently.

However, further work needs to be done to consider the excellence thresholds and interventions for two performance measures. This is necessary for the council to understand how good the current position is. The data for these two measures are therefore presented as is, without any contextual analysis. All the identified improvement activity also shows a green status for delivery confidence.

Performance Measures		Status
Updated on:		31.12.2012
Rate of delayed transfers of care for social care reasons		Excellent
No. new placements of council supported adults in care homes		93
No. service users in receipt of assistive technology		337
% adult clients no longer needing a social care service		Excellent
Average number of calendar days taken to deliver a DFG		Excellent
Improvement Activity		Status
Updated on:		31.12.2012
New Work Connections Project		Green
Commissioning to deliver short-term support		Green
We will research Individual Service Funds		Green

Outcome: Vulnerable people are protected

Summary of the current position for the outcome	
<p>The council can be reasonably confident that vulnerable people are being protected. Based on the selection of indicators, the known vulnerable people cohort is being protected to what is comparably an "excellent" position.</p>	
Indicator	Status
Updated on:	
31.12.2012	
% adult protection referrals completed & the risk has been managed	Excellent
% referrals that were re-referrals within 12 months (children)	Excellent

Summary of the council's contribution to the outcome	
<p>There is a mixed position with regard to the performance measures. The percentage of initial core group meetings held within 10 days of the initial child protection conference is identified as a "priority for improvement". This is an important performance measure as it highlights the safeguarding of children through timeliness of core group meetings. Performance has been improving throughout the year, but needs to continue to improve by around 10% to ensure "acceptable" status.</p> <p>The council aims to improve on the "acceptable" position for the timeliness of child protection reviews, to ensure that they all are carried out within statutory timescales. This is important as timely reviews are essential as part of effective care planning in order to safeguard and promote the welfare of children.</p>	
Performance Measures	Status
Updated on:	
31.12.2012	
% child protection reviews carried out within statutory timescales	Acceptable
% open cases of children on CPR ⁹ with an allocated social worker	Excellent
% initial core group meetings held within 10 days of the initial CPC ¹⁰	Improvement Priority
Improvement Activity	Status
Updated on:	
31.12.2012	
Referrals & on-going cases to identify vulnerable children & families	Green
Targeted support to families facing challenges or complex needs	Yellow
Training Events: All Wales Adult Protection Policy and Procedures	Green
Training Events: Child Protection	Green

⁹ Child Protection Register

¹⁰ Child Protection Conference

Priority: **Clean and tidy streets**

Outcome: To produce an attractive environment for residents and visitors alike

Summary of the current position for the outcome	
<p>Denbighshire has an "excellent" status for the Cleanliness Index (and has done since 2009). However, instances of fly tipping in the county are high in the context of Wales and this is therefore considered a "priority for improvement." A considerable change would be required in order for this indicator to improve to an "acceptable" status. There was an increase in reporting two years ago because we became better at recording incidents, and since then has started to reduce, which is a positive sign. To offer an idea of scale, the number of reported fly tipping incidents would have to reduce by around 1500 per year to become "acceptable."</p>	
Indicator	Status
Updated on:	
	31.03.2012
The Cleanliness Index	Excellent
The number of reported fly tipping incidents	Improvement Priority
A Cleaner Denbighshire (Clean Streets Survey)	(Q3) Excellent

Summary of the council's contribution to the outcome	
<p>The number of fixed penalty notices issues increased in quarter 3, and the current position is considered to be excellent. This correlates with the start of the external contracted enforcement service. However, the notices issued for dog fouling is a "priority for improvement" and requires some attention. Only 2% of all fixed penalty noticed issued were in relation to dog fouling. One of the reasons for the inclusion of this priority was to tackle the dog fouling issue, something that was strongly expressed during many consultation and engagement sessions.</p> <p>In addition, the percentage of reported fly tipping incidents cleared within 5 working days is a "priority for improvement". The past few years have seen a decline in performance, at a faster rate than the rest of Wales. In order to return to an "acceptable" status, the council would need to improve by around 5%.</p>	
Performance Measures	Status
Updated on:	
	31.12.2012
No. of fixed penalty notices issued (all types)	Excellent
No. of fixed penalty notices issued (dog fouling)	Improvement Priority

Average Response time to litter notifications (including dog fouling)	New
% reported fly tipping incidents cleared within 5 working days	Improvement Priority
Effective use of Section 215 notices	Excellent
Enforcement by the council on untidiness in council house gardens	New
Improvement Activity	Status
	Updated on: 31.12.2012
More enforcement officers on the streets	Green
We will increase publicity on the issue of dog fouling	Green
We will provide sufficient waste bins	Green
We will review our street cleansing methods	Green
We will work proactively to improve cleanliness of neighbourhoods	Green

Priority: **Ensuring access to good quality housing**

Outcome: The housing market in Denbighshire will offer a range of types and forms of housing in sufficient quantity to meet the needs of individuals and families

Summary of the current position for the outcome	
Glyndwr University has provided the council with an update report of housing need and demand in Denbighshire. This is now being analysed and will inform the structure of this priority for the year-end report.	
Indicator	Status
	Updated on: 31.12.2012
A measure of the current supply of social housing	New
A measure of the current supply of affordable housing	New
A measure of the current supply of market housing	New
A measure of housing need	New
A measure of pent-up demand	New

Summary of the council's contribution to the outcome	
<p>The timely determination of householder planning applications is a "priority for improvement." The position has worsened slightly this year demonstrating the need for the council to continue to focus on the determination of planning applications in a timely manner. An improvement of around 5% for this performance measure would likely place the council at an "acceptable" status.</p> <p>There are a number of new performance measures for which data will only become available at the end of 2012/13. However, the data that is available highlights positive performance in the delivery of a number of service areas.</p>	
Performance Measures	Status
	Updated on: 31.12.2012
% HMO ¹¹ with full licence or a licence with conditions	Acceptable
% private sector dwellings returned to occupation	Excellent
% householder planning applications determined within 8 weeks	Improvement Priority

¹¹ House in Multiple Occupation

% additional affordable housing units granted planning permission	Acceptable
Supply of housing land by joint housing land availability study	New
% potentially homeless households with homelessness prevented	Good
% council properties achieving Welsh Housing Quality Standard	Annual
No. core KPI benchmarked in HouseMark that are in the top quartile	New
Improvement Activity	Status
	Updated on: 31.12.2012
Explore housing options for people at threat of becoming homeless ¹²	Green
Family support to deal with Welfare Reform Act ¹³	Green
Improve the Housing Options website	Green
Continue to licensing HMOs	Green
External refurbishment of 25 properties in Rhyl ¹⁴	Green

¹² The council will explore options such as affordable housing and private renting with people who are under threat of becoming homeless.

¹³ The council will seek to identify individual residents who will be adversely affected by the Welfare Reform Act and contact them to discuss specific options for dealing with the effects.

¹⁴ The council will undertake external refurbishment of 25 properties at Millbank Road and Norman Drive, Rhyl, including front boundary walls, in addition to the replacement of windows for two listed buildings in Russell Road, Rhyl.

Priority: Modernising the council to deliver efficiencies and improve services for our customers

The Modernisation Programme will define what is meant by each outcome within this priority. A programme definition document is in development with a final draft expected in May 2013. As the indicators and performance measures are still in development, this report focusses only on the activities identified to support the priority in the Corporate Plan Delivery Document 2012/13.

Outcome: Services will continue to improve and develop

Summary of the council's contribution to the outcome	
The outcome of recent work for (co) managed assets by Town and Community Councils has been successful; however, recent experience has also shown that successful delivery of the projects are often in doubt with major risks or issues apparent in a number of key areas due to the nature of the work.	
Improvement Activity	Status
Customer Service Standards ¹⁵	Green
System to improve customer communication ¹⁶	Yellow
Customer feedback ¹⁷	Yellow
Self analysis from improvement tools ¹⁸	Yellow
We will introduce "The Hwb"	Green
We will develop a new website for the council	Yellow
Town & Community Councils: Charter ¹⁹	Green
Town & Community Councils: (co) managed assets ²⁰	Orange
Map services for childcare provision and 11-25 year olds	Yellow

¹⁵ To develop Customer Service Standards and publish them so our customers know what level of service they can expect from us.

¹⁶ To implement a system that will allow customers to share their ideas with the council and improve their local area.

¹⁷ To use feedback as a learning mechanism and improve services.

¹⁸ To analyse learning from improvement tools, sharing experiences and skills across the council.

¹⁹ The Charter between the council and Town & Community Councils (T&CCs) will be further developed, launched, and promoted among staff.

²⁰ The council will ask all T&CCs if they would like to take up any opportunities for managing (or co-managing) community assets and services.

Outcome: More flexible and effective workforce supported by cost efficient infrastructure

Summary of the council's contribution to the outcome	
The work to deliver this outcome is progressing as planned; there are no outstanding issues threatening delivery.	
Improvement Activity	Status
Expansion of wireless provision in council buildings	Green
Continued removal of all desktop printers	Green
Develop "work-styles" for all council roles and equip to deliver roles ²¹	Green
Service Performance Challenge ²²	Green
Analysis from Office Rationalisation ²³	Green

²¹ The development of 'work-styles' for all council roles (e.g. office-based, mobile and home-based) and equip them with skills and technology to make them flexible and efficient.

²² Improve our use of benchmarking information to support Service Performance Challenges.

²³ To analyse lessons learnt from office rationalisation, hot-desking, electronic document management, and pilots in mobile working technology as a foundation for rolling out flexible working across the council.

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Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
14 May	1	Finance Update Report	To update Cabinet on the current financial position of the Council	tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Review of Faith Based Education Provision	To consider proposals for provision in the north of the county.	Tbc	Cllr Eryl Williams / Jackie Walley
	3	Adoption of LDP Steering Group	To consider the adoption of LDP Steering Group	tbc	Cllr Eryl Williams / Angela Loftus
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
June	1	Outsourcing ICT Services to Schools	To give an overview of the tendering process, evaluation and scoring and request the final decision from Cabinet.	Yes	Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell
	2	Finance Update Report	To update Cabinet on the current financial position of the Council		Cllr Julian Thompson-Hill / Paul McGrady
	3	Mental Health Partnership	to ask Cabinet to consider and agree to a new		Phil Gilroy/Cllr Bobby Feeley

Cabinet Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer	
		partnership between the Council and BCU to deliver Adult Mental Health services to the citizens of Denbighshire.			
	4	Cefndy Healthcare: Future Direction & Impact of Potential loss of DWP funding	To consider options in light of risks from loss of DWP funding & need to maintain employment for vulnerable & disabled people	Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone	
	5	Ruthin Area Primary Schools Review	To seek approval for starting a formal consultation period with Ruthin Primary schools	Yes	Cllr Eryl Williams / Jackie Walley
	6	Corporate Plan QPR: Quarter 4 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	7	Final Budget Position and Revenue Outturn 2012/13	To update Cabinet on the final Budget Position and Revenue Outturn 2012/13	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	8	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
July	1	Finance Report Update	To update Cabinet on the current financial position of	Tbc	Cllr Julian Thompson-Hill / Paul McGrady

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			the Council		
	2	Follow-up report on Outsourcing ICT Services to Schools	Possible follow-up report with additional information on the tendering process, evaluation and scoring and request the final decision from Cabinet.	Yes	Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
	4	Local Housing Strategy (Glyndwr University)	To consider a report by Glyndwr University	Tbc	Cllr Hugh Irving / Sue Lewis
September	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Annual Performance Review 2012/13	To review the draft Annual Performance Review for 2012-13 and to recommend the report for adoption by full Council		Cllr Barbara Smith / Tony Ward
	3	Corporate Plan QPR: Quarter 1 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	4	Items from Scrutiny Committees	To consider any issues	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			raised by Scrutiny for Cabinet's attention.		
October	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
November	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
December	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 2 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			Cabinet's attention		
January	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
February	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
March	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
April	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention.	Tbc	Scrutiny Coordinator
May	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention.	Tbc	Scrutiny Coordinator
June	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council’s progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention	Tbc	Scrutiny Coordinator