

To: Members of the County Council

Date: 5 May 2014

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Dear Councillor

You are invited to attend a meeting of the **COUNTY COUNCIL** to be held at **10.00 am** on **TUESDAY, 13 MAY 2014** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN LL15 1YN.**

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 DECLARATIONS OF INTEREST

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

3 CHAIRS ANNOUNCEMENTS: DUBLIN DECLARATION (Pages 5 - 6)

Official signing of the Dublin Declaration (approved by Cabinet on the 29 April 2014)(copy attached).

4 CHAIR OF THE COUNTY COUNCIL

To appoint the Chair of the Council for the 2014/15 municipal year.

5 VICE CHAIR OF THE COUNCIL

To appoint the Vice chair of the Council for the 2014/15 municipal year.

6 URGENT MATTERS AS AGREED BY THE CHAIR

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act, 1972.

7 MINUTES (Pages 7 - 18)

To receive the minutes of the meeting of County Council held on 8 April, 2014 (copy enclosed).

8 NORTH WALES POLICE - FORCE COMMUNICATIONS CENTRE (FCC)

Superintendent Alex Goss of North Wales Police to give a verbal presentation to increase Members' knowledge of the Force Communications Centre (FCC) function and accessibility.

9 ANNUAL DELIVERY DOCUMENT FOR THE CORPORATE PLAN (Pages 19 - 42)

To consider a report by the Corporate Improvement Officer and the Business Co-ordinator: Leaders Office (copy enclosed) for Members to approve the final version of the delivery document.

10 ANNUAL REPORT OF THE COUNCIL'S SCRUTINY COMMITTEES (Pages 43 - 72)

To consider a report by the Scrutiny Co-ordinator (copy enclosed) for Council to consider the Annual Report of the Scrutiny Committees for 2013/2014.

11 COUNTY COUNCIL FORWARD WORK PROGRAMME (Pages 73 - 76)

To consider the Council's forward work programme (copy enclosed).

MEMBERSHIP

Councillors

Councillor Raymond Bartley (Chair)

Councillor Brian Blakeley (Vice-Chair)

Ian Armstrong

Geraint Lloyd-Williams

Joan Butterfield

Margaret McCarroll

Jeanette Chamberlain-Jones

Jason McLellan

Bill Cowie

Barry Mellor

Ann Davies
James Davies
Meirick Davies
Richard Davies
Stuart Davies
Peter Duffy
Hugh Evans
Peter Evans
Bobby Feeley
Carys Guy
Huw Hilditch-Roberts
Martyn Holland
Colin Hughes
Rhys Hughes
Hugh Irving
Alice Jones
Huw Jones
Pat Jones
Gwyneth Kensler

Win Mullen-James
Bob Murray
Peter Owen
Dewi Owens
Merfyn Parry
Paul Penlington
Arwel Roberts
Gareth Sandilands
David Simmons
Barbara Smith
David Smith
Bill Tasker
Julian Thompson-Hill
Joe Welch
Cefyn Williams
Cheryl Williams
Eryl Williams
Huw Williams

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THE DUBLIN DECLARATION ON AGE-FRIENDLY CITIES AND COMMUNITIES IN EUROPE 2013

On the occasion of the 'EU Summit on Active and Healthy Ageing', held in Dublin, Ireland on the 13-14 June 2013, under the Irish Presidency of the European Union, we, the mayors and senior political representatives of European cities, municipalities, communities and regions unanimously declare the following:

We will:

Promote the 'Dublin Declaration on Age-Friendly Cities and Communities in Europe 2013' (Dublin Declaration 2013) in appropriate national and international forums, fostering the maximum adherence possible to its values, principles and premises, in terms of plans, programmes and resources, in order to implement the commitments in this Declaration within a reasonable period of time.

Collaborate with all relevant regional and local stakeholders to support the full application of the pledges in the Dublin Declaration on Age-Friendly Cities and Communities in Europe 2013, including cooperation with the WHO European Regional Office and its Network of Cities committed to developing age-friendly environments as part of the WHO Global Network of Age-Friendly Cities and Communities. This will involve commencing a multi-year cycle of continual assessment and improvement to make their environments more age-friendly.

Communicate through local and regional channels and networks between the various cities and communities to stimulate and support advances in the promotion of equal rights and opportunities for older citizens and to share learning about advances in policies and practices which improve their lives.

Supporting Pledge

The undersigning cities and communities also pledge, where it is within their area of responsibility and economically feasible, to further the following specific actions, and to incorporate them into key planning instruments to strengthen long term sustainability: Promote among the general public **awareness of older people**, their rights, needs, and potentials, and highlight the positive social, economic and cultural contribution they make.

Ensure that the views and opinions of older people are valued and listened to and that structures and **processes of citizen-centred engagement** are developed to ensure that older people have an adequate involvement in decision making and are actively involved in the design and creation of innovation and change.

Adopt measures to develop **urban spaces and public places** that are inclusive, sharable and desirable to all, including older people, and ensure that publicly used buildings promote the dignity, health and well-being of users of all ages, and are fit for purpose to meet the changing needs of an ageing society.

Promote and support the development of neighbourhoods and communities for all ages that are diverse, safe, inclusive and sustainable, and that include **housing** for older people that is of the highest quality. Particular attention should be given to the needs of older people in assisted living, residential care and nursing homes where their dignity and autonomy is at greater risk.

Work to establish **public transport systems** that are available and affordable to all, including older people, and are 'seamless' within and across the various modes of transport that exist.

The transport systems should also promote and facilitate personal transport use, such as cycling and driving by older people.

As these become more difficult, personal alternatives such as affordable taxis and car-pooling, which interconnect with the public system, should be made available.

Promote the **participation of all, including older people, in the social and cultural life** of their community by making available a diverse range of events and activities that are accessible, affordable and tailored to be inclusive of them and promote their integration into the community. This should include the promotion of intergenerational activities.

Promote and support the development of **employment and volunteering opportunities** for all, including older people, and recognise their positive contribution, and include the provision of **lifelong learning** opportunities in order to empower older people and promote their autonomy.

Ensure that a comprehensive and integrated range of affordable, easily accessible, age- friendly and high quality **community support and health services** is available to all, including older people, to include health promotion and prevention programmes, community-based support services, primary care, secondary acute hospital, rehabilitation services, specialist tertiary, long-term residential and compassionate end of life care.

SIGNED ON BEHALF OF DENBIGHSHIRE COUNTY COUNCIL:

The Leader of Denbighshire County Council – Councillor Hugh Evans

Sig: _____

Date: _____

Denbighshire County Council’s Older People Champion-Councillor Bobby Feeley

Sig: _____

Date: _____

Endorsement by the Chairman of Denbighshire County Council – Councillor Raymond Bartley

Sig: _____

Date: _____

Agenda Item 7

COUNTY COUNCIL

Minutes of a meeting of the County Council held in Council Chamber, County Hall, Ruthin LL15 1YN on Tuesday, 8 April 2014 at 10.00 am.

PRESENT

Councillors Ian Armstrong, Raymond Bartley (Chair), Brian Blakeley (Vice-Chair), Joan Butterfield, Jeanette Chamberlain-Jones, Bill Cowie, Ann Davies, James Davies, Meirick Davies, Richard Davies, Stuart Davies, Peter Duffy, Hugh Evans, Peter Evans, Bobby Feeley, Carys Guy, Huw Hilditch-Roberts, Martyn Holland, Colin Hughes, Rhys Hughes, Hugh Irving, Alice Jones, Huw Jones, Pat Jones, Gwyneth Kensler, Margaret McCarroll, Jason McLellan, Barry Mellor, Win Mullen-James, Bob Murray, Peter Owen, Dewi Owens, Merfyn Parry, Paul Penlington, Arwel Roberts, Gareth Sandilands, David Simmons, Barbara Smith, David Smith, Bill Tasker, Julian Thompson-Hill, Cefyn Williams, Cheryl Williams, Eryl Williams and Huw Williams

ALSO PRESENT

Chief Executive (MM), Head of Legal & Democratic Services (GW), Head of Finance & Assets (PMc), Head of Strategic HR (LA), HR Business Partner (JW), Democratic Services Manager (SP) and Committee Administrator (SLW)

1 APOLOGIES

Apologies for absence were received from Councillors Geraint Lloyd-Williams

WELCOME

The Chair extended a welcome to the full Council meeting of Denbighshire County Council.

A welcome was also extended to Nicola Stubbins, the new Director of Social Services.

At this juncture, the Chair accepted a petition from Councillor Gwyneth Kensler, on behalf of a large number of residents from Denbigh following falls on some of the pavements resulting in one resident breaking their arm.

2 DECLARATIONS OF INTEREST

The following Councillors declared a personal interest in Item 10 – Independent Remuneration Panel for Wales:

Councillors, Raymond Bartley, Brian Blakeley, Colin Hughes, Martyn Holland, Hugh Carson Irving, Julian Thompson-Hill, Peter Owen, David Smith, Alice Jones, Jason McLellan, Paul Penlington, Barry Mellor, Carys Guy, Robert Murray, Gareth Sandilands, Cheryl Williams, Barbara Smith, Janet Ann Davies, Huw Williams, Dewi Owens, Bill Tasker, Peter Duffy, Hugh Evans, Peter Evans, Jeanette Chamberlain

Jones, Margaret McCarroll, Patricia Jones, Joan Butterfield, David Simmons, Ian Armstrong, Richard Davies, Bill Cowie, Stuart Davies, Bobby Feeley, Merfyn Parry, Joseph Welch, Huw Hilditch-Roberts, Gwyneth Kensler, Meirick Lloyd Davies, Huw Jones, Cefyn Williams, Arwel Roberts and Eryl Williams.

Councillors Stuart Davies and Huw Hilditch-Roberts also declared a personal interest in the following items:

- Item 6 – Revision of the Absence Policy
- Item 7 – Agile Working Policy
- Item 8 – Pay Policy Statement

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters.

4 CHAIRMAN'S DIARY

A list of civic engagements undertaken by the Chair and Vice-Chair for the period 20 February 2014 – 18 March 2014 had been circulated prior to the meeting.

The Chair expressed thanks to:

- the Vice-Chair Councillor Brian Blakeley for attending some functions on his behalf.
- Members who had attended the Chairman's Dinner at Oriel House, St. Asaph on 28 March 2014.
- Staff in Democratic Services for their successful fundraising events which had raised over £1650.00 in aid of Ty Gobaith Children's Hospice, Conwy.
- Councillor Cefyn Williams' wife for making and selling Welsh cakes on St. David's Day which had raised over £100.

Councillor Gwyneth Kensler offered congratulations to the Chair for the success of the Dinner at Oriel House and also to the choir who performed.

***RESOLVED** that the list of civic engagements undertaken for the Council by the Chair and Vice-Chair be received and comments of the Chair be noted.*

5 MINUTES

The Minutes of the Council meeting held on 25 February, 2014, were submitted.

Councillor Meirick Lloyd Davies stated with regards to Item 10 (pages 12 & 13) "Flexible Retirement Policy" as the motion put forward by Councillor Colin Hughes had been lost the vote should be shown within the minutes.

As members had requested the information to be shown it was agreed this would be added as follows:

Vote take -	In favour	-	16
	Against	-	21
	Abstain	-	1

RESOLVED that subject to the above, the minutes of the Council meeting held on 25 February, 2014, be confirmed as a correct record.

6 REVISION OF THE ABSENCE POLICY

The Lead Member for Modernising and Performance, Councillor Barbara Smith, introduced the Attendance at Work Procedure report (previously circulated) set out in the Agenda as the Revision of the Absence Policy.

The introduction of a new Attendance at Work procedure would allow the Council to manage absence in a more proactive way. The aim would be to reduce the average days lost per employee across the organisation and, therefore, increase productivity and service delivery for customers.

A significant review of absence management had been undertaken over the last twelve months. The new procedure had focused on addressing managers' concerns and presented a clear and structured process for managers to follow and employees to understand.

Reference was made to the main changes as follows:

- introduction of trigger levels – four main triggers to an employee being entered into an absence capability process
- more autonomy of decision making for services by removal of the Health Management Panel and the introduction of an inbuilt audit process
- introduction of three clear absence capability stages allowing attendance targets to be set and monitored for a defined period
- a review of Occupational Health provision with a new structure and definition of roles to support attendance at work and assist understanding absence causes, trends and how to prevent or reduce absence from occurring.

The Policy had been presented at the Local Joint Consultative Committee (LJCC) on 2 April 2014. The policy had been supported on the whole, with the exception of issues regarding disability. At LJCC, the Corporate Director: Economic and Community Ambition had agreed to include the Disability Policy as part of the review of key HR Policies and report back to LJCC thereon.

The Lead Member recommended Council adopt the procedure.

In-depth discussion took place and the following points were raised:

- how were the victims of domestic abuse to fit in with the Policy? The HR Business Partner explained the Absence Policy was purely to deal with

sickness and there were other Policies in place within the Local Authority for people who required time off for other appointments. The Policy was focussed on people who took time off sick and for management to understand the reason for absence.

- It had been confirmed that the Local Authority would monitor absence on a monthly basis. Absence data would also be submitted to Members on a regular basis to keep them informed of statistics.

RESOLVED that Full Council agree to adopt the Attendance at Work Procedure.

7 AGILE WORKING POLICY

The Lead Member for Modernising and Performance, Councillor Barbara Smith, introduced the Agile Working Policy Statement (previously circulated).

A decision would be sought from Full Council on the adoption of the Agile Working Policy Statement.

The Agile Working Policy Statement was intended to be the over-arching policy about how employees would work in the council going forward. It covered flexible working, communication, office space, desk ratios, information security and technology which would help the council to work in a more agile and flexible way.

In light of concerns raised at the Local Joint Consultative Committee (LJCC) meeting held on 2 April regarding the robustness of the Equality Impact Assessments (EqIAs) generally, it was agreed that the issue be passed to Councillor Hugh Evans as the Lead Member responsible for Equalities.

Discussion took place regarding the change of title from “Agile Working Policy” to “Flexible Working Policy”.

RESOLVED that:

- *The Agile Working Policy be renamed to “Flexible Working Policy”.*
- *The Flexible Working Policy Statement be agreed and adopted by Full Council.*

8 PAY POLICY STATEMENT

The Lead Member for Modernising and Performance, Councillor Barbara Smith, introduced the Pay Policy Statement Report (previously circulated).

The report had been prepared to satisfy the Council’s legal obligations in respect of the Localism Act 2011.

Approval was sought, of the Pay Policy Statement which had been drafted in accordance with the requirements of 38(1) of the Localism Act 2011 and incorporated all existing pay arrangements for the workforce groups within the Council, including Chief Officers and the lowest paid employees.

The Pay Policy was largely unchanged from the previous year but it did reflect the 1% pay increase to NJC, Soulbury and Youth Staff and Chief Officers' 0%. The pay settlement for 2014/15 was yet to be agreed.

Discussion took place and it was requested that comparative information of salaries paid to civil servants in Cardiff and Westminster would be useful for comparison purposes. It was agreed as the information was published nationally the information would be collated and distributed to members.

RESOLVED that the Council approve the Pay Policy Statement to comply with its legal obligation under the Localism Act 2011

9 CAPITAL PLAN

The Lead Member for Finance & Assets, Councillor Julian Thompson-Hill, introduced the Capital Plan 2013/14 – 2016/17 and recommendations of the Strategic Investment Group (previously circulated).

Monthly updates of the Plan were presented to Cabinet and the estimated Capital Plan was currently £36.468 million. The Plan had been updated slightly since being reported to Cabinet in March 2014.

The Strategic Investment Group had reviewed capital bids and had made recommendations for inclusion in the Capital Plan from 2014/15 onwards.

Projects had been reviewed to ensure they satisfied the Council's Corporate objectives.

Each new project would require a Business Case form completed and any specific implications would be discussed at that stage.

No capital project was without risk, however, all schemes would be reviewed by the Strategic Investment Group and would also be subject to on-going monthly monitoring and reporting.

In response to questions posed by members, Councillor Julian Thompson-Hill confirmed that:

- Funding for the repair of Rhuddlan bridge had been requested. As the bridge was a listed structure, a feasibility study would be carried out and funding would be sought from the Welsh Government and CADW.
- It would be necessary to ensure new capital projects were future proof and able to adapt to climate change. The Head of Internal Audit had been preparing a statement as Denbighshire County Council did not have an Environmental Policy in place. Larger schemes which were Welsh Government funded were to include environmental elements.
- Work on a Procurement Strategy was taking place. A three county model was being investigated between Denbighshire, Flintshire and Gwynedd. A lot of work had been carried out with procurement over the previous 12 months. Work to develop a joint team with Flintshire, to make Denbighshire

more resilient, had been taking place. Within the forthcoming 2 months, a new procurement system would be in place. Thereafter, all contracts would go through one process.

- Phase 3 of the coastal sea defence element in Rhyl was almost ready to begin. It had been requested that extra funding be sourced to enable the sea defence to be more aesthetically pleasing e.g. to include lighting and seating areas. It was supported by Members that coastal defences be a priority.
- Various schemes costing less than £30,000 were not detailed within the report. Members requested details of all the schemes to be circulated to them.
- Cefndy Enterprises had received investment to replace out of date machinery. The subsidy which Denbighshire paid to Cefndy Enterprises would be phased out at the request of Cefndy. From 2015/2016, there would no longer be a subsidy paid.

The Lead Member for Finance and Assets moved on to the summary of Strategic Investment Group Recommendations (Capital Plan 2014/15) set out in Appendices 5, 6 and 7.

The Welsh Government's capital settlement for 2014/15 was £22,000 lower than for 2013/14. With the lack of capital investment from the Welsh Government, the Council had no choice but to rely on its own resources to invest in key projects.

It had been agreed by the Strategic Investment Group to invite bids in line with previously agreed block allocations from departments.

In-depth discussion took place and in response to further questions posed by members, Councillor Julian Thompson-Hill confirmed that

- The council had three years to deliver receipts within the Corporate Plan. The Head of Finance and Assets confirmed that where resources were being targeted, the Council were on track for delivery of what was required to be delivered.
- Money had been allocated for the A525 Rhuddlan to St. Asaph crash barrier between the carriageway on the recommendation of a Coroner's Report into a fatal crash on the road 10 years previous. A bid had been submitted but the general feeling had been that it would not be the appropriate approach. The scheme did not proceed and the resolution had been that the funding be re-allocated for a road safety bid.
- Councillor Alice Jones proposed an amendment of an additional £80,000 be added to the amount allocated to Agricultural Estates. Clarification was submitted to members that if an increased amount was to be allocated to a scheme then the equivalent amount would have to be deducted from other schemes to balance out the figures. Councillor Alice Jones recommended £80,000 be deducted from the capital contingency. The proposal was seconded by Councillor Arwel Roberts. A vote took place, 14 members voted in favour of the proposal and 29 against the proposal. Therefore, the amendment was lost.

It was therefore,

RESOLVED that Members:

- *Note the latest position on the 2013/14 element of the Capital Plan and the update on major projects*
- *Support the recommendation of the Strategic Investment Group as detailed in Appendix 5 and summarised in Appendix 6.*

At this juncture (12.20 p.m.) there was a 20 minute break.

Meeting re-convened at 12.40 p.m.

It was agreed by the Chair to vary the remaining items on the Agenda.

10 ARRANGEMENTS FOR THE ELECTION OF CHAIR AND VICE CHAIR OF COUNCIL

The Head of Legal and Democratic Services presented the report (previously circulated) seeking agreement for the proposed Chair and Vice-Chair of the County Council for the municipal year 2014/15 to be formally elected at the Council's annual meeting on 13 May, 2014. Nominations for both posts had been sought.

Election of Chair – Councillor Joan Butterfield proposed, seconded by Councillor Win Mullen-James, that Councillor Brian Blakeley be nominated Chair for the 2014/15 municipal year. There were no further nominations. Councillor Blakeley thanked members for their support and was congratulated upon his nomination.

Election of Vice-Chair – Councillor Julian Thompson-Hill proposed, seconded by Councillor Martyn Holland that Councillor Dewi Owens be nominated for Vice-Chair for the 2014/15 municipal year. Councillor Eryl Williams proposed, seconded by Councillor Meirick Lloyd Davies that Councillor Gwyneth Kensler be nominated for Vice-Chair for the 2014/15 municipal year. Councillor Joan Butterfield confirmed the Labour Group would not be submitting a nomination.

In accordance with the Council's Constitution, a secret ballot was undertaken for the proposed Vice-Chair and Councillor Gwyneth Kensler was nominated as the proposed Vice-Chair for the 2014/15 municipal year. Councillor Kensler thanked members for their support and was congratulated upon her nomination.

RESOLVED that *Councillor Brian Blakeley be proposed Chair and Councillor Gwyneth Kensler be proposed Vice-Chair of the County Council for the municipal year 2014/15 to be formally elected at the Council's annual meeting on 13 May 2014.*

11 INDEPENDENT REMUNERATION PANEL FOR WALES

The Lead Member for Modernising and Performance, Councillor Barbara Smith, introduced the Independent Remuneration Panel for Wales Report 2014/15 (previously circulated) to notify Members of the Panel's report. Also for Members to adopt the recommendations within the report and to decide upon the level of remuneration for the Chair and Vice-Chair of Council for the financial year 2014/15.

The Local Government (Wales) Measure 2011 (the Measure) provided that the Panel must publish a report about the exercise of its functions with respect to each financial year.

The Panel had visited all 22 local authorities in Wales to ascertain the views of Members and officers, during the summer of 2013.

The Panel had not changed the level of remuneration since 2011. The Panel had previously aligned the payment of Basic Salary to the median gross earnings of full time employees in Wales. In the last three years, there had been a reduction in funding for local authorities and a freeze on public sector pay. The Panel had determined during that period, not to retain the alignment with median earnings which had resulted in a reduction of the Basic Salary level in real terms.

Given the modest relaxation in the constraints on public sector pay, the Panel had decided to increase the Basic Salary by less than 1% from £13,175 to £13,300 for financial year 2014/15.

The Panel had decided that each local authority should set the level of salary payable to Civic Heads and Deputies (Chair and Vice-Chair) from one of three levels determined by the Panel as payable. These levels did not relate to population size and were for each local authority to determine according to the anticipated workload and responsibilities.

The levels of salary available were as follows:

	Chair	Vice-Chair
a)	£24,000	£18,000
b)	£21,500	£16,000
c)	£19,000	£14,000

The current levels payable to the Chair and Vice-Chair were £19,035 and £14,805 respectively.

Councillor Barbara Smith suggested to Members that the level of payment to Chair and Vice-Chair be dealt with separately. This was agreed.

Following in-depth discussion the following points were raised:

- Councillor Julian Thompson-Hill proposed Band c) £19,000 for Chair. Seconded by Councillor Peter Owen.

- Councillor Meirick Lloyd Davies proposed Band b) £21,500 for Chair. Seconded by Councillor Jeanette Chamberlain Jones.

A vote took place for the level of payment to the Chair as follows:

- 20 members voted in favour of £21,500
- 18 members voted in favour of £19,000
- Councillor Gwyneth Kensler requested it be noted that she did abstain from the vote.

Therefore it was carried that the salary for the Chair of Council for 2014/15 be £21,500.

Councillor Julian Thompson-Hill proposed Band c) £14,000 for Vice Chair. Seconded by Councillor Martyn Holland

A vote took place for the level of payment to the Vice-Chair as follows and 33 members voted in favour of Band c) £14,000 and 4 voted against.

Therefore, it was carried that the salary for the Vice-Chair of the Council for 2014/15 be £14,000.

At this juncture, Councillor Arwel Roberts raised an objection. Councillor Roberts recommended additional salaries should not be paid to Chairs of Committees due to the current economic climate and the fact it would be a financial saving to the Council.

The Head of Legal & Democratic Services clarified that the Independent Remuneration Panel report put before Council applied to posts which attracted senior salaries. Council had decided in 2012 that only 15 senior salaries would be paid, rather than the recommended 17.

There was a requirement, by law, to pay all members a basic salary and also to pay the Leader of the largest opposition group. It would be at the members' discretion as to whether senior salaries were to be paid.

Discussion took place and it was agreed that due to the fact the 2014/15 financial year was underway, a report be presented to a future Council meeting to discuss senior salaries for the 2015/16 financial year onwards and whether to forego the senior salaries.

Councillor Eryl Williams proposed that an analysis and review of the workloads carried by members, should take place by Democratic Services. The proposal was seconded by Councillor Meirick Lloyd Davies.

It was agreed that Democratic Services carry out an analysis and review of the workloads carried by members in relation to the salary paid.

RESOLVED that Members:

- *adopt the recommendations of the Panel for financial year 2014/15 in respect of the payment of Basic Salaries and Senior Salaries.*
- *determined the level of remuneration to be paid to the Chair (£21,500) and Vice-Chair (£14,000) for the financial year 2014/15.*
- *adopt the recommendations of the Panel in respect of payments to co-opted members.*
- *adopt the scheme of payments to Members set out in Appendix 3 to the report.*
- *agreed to a report being presented to a future Council meeting regarding the payment of senior salaries.*
- *agreed that Democratic Services conduct a review of the workloads associated with various posts and roles held and carried out by members and report back.*

12 NOTICE OF MOTION

Councillor Gwyneth Kensler put forward the following Notice of Motion for the consideration of Full Council.

“we call on the council to ban the release of sky lanterns from land in the ownership of Denbighshire County Council”.

Discussion took place and the Head of Legal & Democratic Services recommended a report be presented to Scrutiny and thereafter a decision to be made by Cabinet.

Councillor Gwyneth Kensler agreed to this proposal.

RESOLVED that a report regarding sky lanterns be presented to Scrutiny Committee and thereafter considered by Cabinet.

13 COUNTY COUNCIL FORWARD WORK PROGRAMME

The Head of Legal & Democratic Services introduced the Council’s Forward Work Programme (previously circulated)

Council Briefing 28 April 2014

North Wales Police – Force Communications Centre (FCC) to be deferred to 13 May 2014.

Councillor Julian Thompson-Hill prompted Members about the Budget workshops which were to take place throughout the year. 14 July 2014 would likely be an all-day event. A provisional date for 1 July 2014 would be confirmed in due course.

Meeting concluded at 1.40 p.m.

Report To: Council

Date of Meeting: 13 May 2013

Lead Member / Officer: Cllr Barbara Smith
Lead Member for Modernising & Performance

Cllr Hugh H Evans
Leader

Report Author: Nicola Kneale & Sharon Evans

Title: Corporate Plan 2012-17, Year 3 Delivery Document (2014-15), and Cabinet Members' Corporate Plan Priorities to be delivered by 2017

1. What is the report about?

- 1.1 This report presents the Year 3 Delivery Document (2014-15) for the Corporate Plan 2012-17 (Appendix 1), and the Cabinet Members' Corporate Plan Priorities to be delivered by 2017 (Appendix 2).

2. What is the reason for making this report?

- 2.1 A decision is required to approve the final draft version of the Corporate Plan Year 3 Delivery Document, attached at Appendix 1 to this report. A Delivery Document is created for every year of the Corporate Plan. Its purpose is to outline some of the key projects that will be started and/or delivered during the financial year for each of our priorities, with the intention of illustrating how the Corporate Plan affects the work that we're doing. The document will be published on our website so it is available for both our regulators and the public.
- 2.5 With regard to Cabinet Members' priorities for 2017 (Appendix 2), Council is asked to note the Measures of Success that Cabinet Members have identified in their portfolios to deliver against each of the Corporate Plan priorities.

3. What are the Recommendations?

- 3.1 It is recommended that, subject to any agreed changes, Members approve the final draft of the Delivery Document (Appendix 1) to enable it to be translated and published.
- 3.2 That Council notes the content of Appendix 2 relating to each Cabinet Member's portfolio.

4. Report details.

- 4.1 The purpose of producing and publishing an annual Corporate Plan Delivery Document (Appendix 1) is to confirm the activity that the council will undertake

during the next financial year to support the delivery of its Corporate Plan. The activities originate from Service and Programme Plans, and progress updates will be collected through our performance management systems. Progress will be reported to Performance Scrutiny and Cabinet via our Quarterly Performance Reports. An overall evaluation of the council's progress in delivering the Corporate Plan will be included in the Annual Performance Reports published each October. The activities highlighted within the Year 3 Delivery Document are designed to have a positive impact on our Corporate Priorities and associated outcomes (benefits for our communities).

- 4.2 The Council has a clear and ambitious Corporate Plan that has been developed following extensive consultation and engagement, and summarises the expected Outcomes against each of the seven priorities for the remainder of this term of Council. In line with the Chief Executive's 'Sharpening Our Act' paper (where the need to review and sharpen the Council's measures of success for the Corporate Plan is highlighted), each Cabinet Member has been asked to identify and agree with their relevant Heads of Service Measures of Success for each of the priorities for which they are (jointly) responsible. Appendix 2 of this report provides details of what level of success the Council expects to see by 2017.

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

- 5.1 The Delivery Document (Appendix 1) is specifically designed to show what activity the council has planned for 2014-15 to support the delivery of its corporate priorities.
- 5.2 The Cabinet Members' priorities define what the Council aims to achieve by 2017 for key measures within each Cabinet Member portfolio.

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

- 6.1 The Corporate Plan 2012-17 includes a five-year financial strategy which outlines the anticipated capital investment required to deliver the priorities. This strategy was developed following a Members workshop on 11th September 2012 led by the Head of Finance and Assets.
- 6.2 The Year 3 Delivery Document (Appendix 1) also includes a section on the financial implications for 2014-15.
- 6.3 There is no cost associated with delivering the 2017 Outcomes in Appendix 2.

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.
- 7.2 No specific Equality Impact Assessment is required for this report itself, but Heads of Service will need to consider the equality impact of individual

activities mentioned in the document in order to ensure that they do not have any disproportionate detrimental impact on people who share protected characteristics.

- 7.3 Some of the activities, for example formalising plans for the delivering dropped kerbs, will have a positive equality impact and are designed to respond to the original Equality Impact Assessment of the Corporate Plan.

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

- 8.1 The Delivery Document (Appendix 1) has been developed from activity identified from draft Service Plans for 2014-15 and from Programme Plans. Activities have been further defined and refined via discussions with key personnel involved with their delivery. A draft was circulated to SLT for comment, and has been made available for online public consultation before being presented to Council for approval.

- 8.3 Consultation on Appendix 2 has taken place with SLT.

9. Chief Finance Officer Statement

- 9.1 The Corporate Plan contains high level spending plans covering 2012-17, and sets the context for the Medium Term Financial Plan. The investment outlined in the Corporate Plan is ambitious but necessary if the Council is to continue to improve key services. The Council faces a difficult few years with a challenging financial environment and should the need arise, plans are flexible enough to be changed if the financial situation changes.

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 The Corporate Plan is a key element of the Wales Programme for Improvement (2010), which is underpinned by the statutory requirements of the Local Government Act 1999 and Local Government (Wales) Measure 2009.

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Corporate Plan 2012-17

Annual Delivery Document
2014-15

This document is available on request in other languages and / or formats



Os oes arnoch angen mwy o wybodaeth, gofynnwch os gwelwch yn dda i rywun yr ydych yn gwybod sydd yn siarad Cymraeg neu Saesneg i ffonio 01824 706161

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To make comments and suggestions or for further information please contact:

By **EMAIL**:

corporate.improvement@denbighshire.gov.uk

Or you can **TELEPHONE** the team on:

01824 706161

Or by **POST** at:

Corporate Improvement Team,
Denbighshire County Council,
County Hall,
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Introduction

Denbighshire County Council's Corporate Plan 2012–17 was agreed and published in October 2012. The Corporate Plan 2012–17 (which can be found at www.denbighshire.gov.uk/corporateplan) explains what the council's priorities are for the next five years, why these priorities were chosen, and what we expect to achieve by 2017. The aim of this Delivery Document 2014–15 is to explain what we expect to do in the forthcoming year to support the delivery of our priorities. Many of our priorities focus on benefits for our communities that will take many years to deliver, and some of the work in the current year will be about developing programmes of work to deliver our priorities. These programmes of work form our Improvement Objectives. This document contains a number of specific activities and projects that we aim to deliver during 2014–15.

We monitor our progress in delivering our Corporate Plan by taking six-monthly performance reports to Scrutiny and Cabinet meetings. We also produce an annual performance report that evaluates the progress we have made. These annual reports are published by 31st October each year and are available on our website.

Financing Year Three of the Corporate Plan (2014–15)

Our Corporate Plan 2012–17 sets out our ambitious – but deliverable – priorities for the five year period. Some of these priorities will require significant capital investment, and the latest estimate assumes that the Authority will need to invest somewhere in the region of an *additional* £125 million pounds of capital funding in our priorities to deliver the Plan. It is assumed that £84m will be spent in the years 2012/13 to 2016/17 and £41m in the following five years.

The table below shows the total revenue (day-to-day) and capital (investment) spends against each priority for 2014–15. It also shows the proposed additional expenditure arising from the Corporate Plan. The expenditure shown includes capital funded by Welsh Government grants totalling £8.6m.

Denbighshire County Council funding in 2014- 15 (£000s)	Local economy	Education and schools	Improving our roads	Protection of vulnerable & independent living	Clean and tidy streets	Good quality housing	Modernising
Revenue	1,484	71,476	4,728	40,467	7,078	13,445	2,701
Capital	2,076	4,198	3,878	248	0	8,621	259
Additional for Year 3	0	9,861	4,108	456	0	0	0
Total spend	3,560	85,535	12,714	41,171	7,078	22,066	2,960

Much work took place during 2013–14 to further define the outcomes that we aim to deliver for our communities under this priority. Hence, there have been some minor changes, which are referred to below.

The Economic and Community Ambition Board oversees and steers work done under this priority. In addition to managing the activities listed here, this year this Board will start by prioritising the remaining actions in the ECA Strategy before deciding whether or not to go ahead with them.

Below are the key activities we have planned in 2014–15 in support of each outcome.

Outcome: The right Infrastructure for Growth (formerly ‘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’)

- By 2017 we will have started developing appropriate new business premises in Denbighshire. To progress this, in 2014–15 we will identify priority sites for development. By enabling more business premises of the right type and in the right location, we believe we can attract new businesses to Denbighshire and enable existing businesses that wish to grow to stay in Denbighshire. We will also be supporting the construction sector through encouraging new development activity.
- Once priority sites are identified, we will produce planning guidance that sets out the type of development we want for each site. This simplifies and speeds up the planning process for businesses, so they can start operating sooner.
- Complete the Digital Denbighshire plan, which is aimed at improving digital and mobile communications infrastructure in Denbighshire, and encouraging its use by businesses to increase their competitiveness. Improving infrastructure within Denbighshire is an important part of making the county an attractive place for businesses to locate – creating new jobs and increasing Denbighshire’s collective turnover. We’ll also identify households and communities unlikely to benefit from the Superfast Cymru Broadband roll out and identify options to help communities address the gaps.
- Create an online enquiries portal for businesses looking for suitable land or premises in Denbighshire.

Outcome: Supported and connected business (Formerly ‘Businesses will develop and grow in Denbighshire’)

- In partnership with local business support and advice agencies, develop a simpler ‘gateway’ to Business Advice and Support.
- Adopt a more business–friendly approach to regulatory services that ensures regulation is proportionate, consistent, accountable, transparent and targeted to promote business competitiveness
- Revise our Procurement Strategy to target greater spend with local businesses and keep more of our ‘spending power’ in the local economy. We will also ensure that our spending is used to provide spin off benefits for our communities such as local employment, training, apprenticeships, work experience and business support.

Outcome: Opportunities for Growth (Formerly ‘Denbighshire’s existing economic strengths and new potential will be maximised’)

- Research and produce a comprehensive Tourism Growth Plan for Denbighshire to support growth and diversification of the sector. This will focus on growing existing strengths for Denbighshire, both in absolute terms (leading to more jobs for local residents), and also in terms of value (leading to better paid, more reliable jobs).
- Select a preferred developer to work with us on our aspirations for tourism and leisure facilities in Rhyl & Prestatyn.

Outcome: High quality skilled workforce (Formerly ‘Denbighshire will have a workforce with the skills required for business growth’)

- Agree with schools and colleges how to develop and promote the advanced skills needed for the agreed North Wales growth sectors, with a particular focus on STEM (Science, Technology, Engineering, and Mathematics) subjects. This will help us support our residents in accessing higher value employment opportunities and encouraging businesses with higher value jobs to consider locating in the county.

Outcome: Vibrant towns and communities (Formerly ‘Towns and rural communities will be revitalised’, and ‘Deprivation in parts of Rhyl and upper Denbigh will be reduced’)

- Develop an action plan to strengthen and support diversification in our town centres. Our town centres are an important element of our existing economy but are under pressure from changing attitudes to retail. To be truly successful in the future, town centres need to diversify and offer a broader range of experience and amenities to attract the footfall necessary to support a confident town centre.

Outcome: Well Promoted Denbighshire (New, added in by Members as the Economic & Community Ambition Strategy was developed)

- Agree a marketing approach and developed a programme of activity to promote Denbighshire as a location for business
- Put in place an improved approach to handling inward investment enquiries

Priority:

Improve Performance In Education And The Quality Of Our School Buildings

For this priority we have identified one outcome that we aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2014–15 in support of this outcome.

Outcome: Students achieve their potential

- Review current provision for students who access the Behaviour Support Service. Current provision may not be suitable in the long term, so we need to reconsider which buildings are used and how the students are grouped together to ensure that they are in a suitable learning environment – one that will be available now and in the future.
- Current school cluster arrangements are focussed around administration, rather than providing opportunities for schools with similar issues or prospects to team together and support one another. These clusters will be reviewed and remodelled in 2014–15 in order to provide greater chances for innovation and curriculum focus.
- We will target school learners that need additional support to develop their skills in literacy, numeracy and ICT. We want to raise standards and improve their skills.
- Completion of the refurbishment and extension works to reduce the county's reliance on mobile accommodation for school places at the following schools:
 - Ysgol Twm O'r Nant, Denbigh
 - Ysgol Y Llys, Prestatyn
 - Ysgol Bro Dyfrdwy, Cynwyd.
- Commence construction works at Rhyl's New School for Rhyl High School and Ysgol Tir Morfa, and also Bodnant Community School, Prestatyn.
- Commence design works for Ysgol Glan Clwyd, St Asaph.
- Commence consultation on the county's faith-based secondary education provision.
- Elected Members to consider options for future investment in Ruthin area schools, and other priority areas.
- All schools in Denbighshire will have wireless internet access by March 2015.
- Develop and deliver a comprehensive training and development plan for Governors to ensure that they have the HR, ICT, Financial, and analytical skills to effectively support and challenge schools appropriately.

For this priority we have identified one outcome that we aim to deliver for our communities. Below is a selection of the activities that we plan to undertake in 2014–15 in support of this outcome.

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

- Resurfacing many of the county roads, including:
 - A525: Section from Rhewl to 30 mph sign in Ruthin
 - A5104: Complete the section near Llandegla
 - Lower section of Rhyl High Street

- Microasphalt will be laid at many locations, including:
 - Highlands Close, Rhuddlan
 - Birch Hill, Llangollen
 - Marion Road, Prestatyn

- Surface dressing of many county routes, including:
 - Hiraddug Road, Dyserth
 - A548: Coast road from Bodnant Bridge to boundary (Prestatyn)

- Continue to make pedestrian safety improvements at Trellewellyn Road, Rhyl.

- Continue to strengthen the Elwy Bridge, St Asaph, and undertake extensive repairs to the East Abutment of Foryd Road Bridge, Rhyl.

- There is a greater need for dropped kerbs to connect important community routes. We have defined these important routes as being between transport infrastructure (bus stations, railway stations, and car parks), local town centre populations, and the town centres. We identified each of the priority routes last year in Rhyl, Prestatyn, Dyserth, St Asaph, Bodelwyddan, Rhuddlan, Denbigh, Ruthin, Llangollen, and Corwen. Between April and July of 2014–15 we will carry out audits of these routes to identify gaps in provision, in consultation with local Councillors. We will then begin to rectify any shortcomings, and will complete the work on these priority routes within two years (by March 2016).

Priority:

Vulnerable People Are Protected

And Are Able To Live As Independently As Possible

For this priority we have identified two outcomes that we aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2014–15 in support of each outcome.

Outcome: Vulnerable people can live as independently as possible

- Have a fully operational Single Point of Access for adults who require information, advice and support regarding community health and social care. This will make it easier to access advice and support on a wide range of issues from health and social care professionals by creating a single service.
- Revise arrangements to improve the delivery of work opportunities and day services for adults with learning disabilities.
- Transform a range of services available to disabled children and their families to ensure that they are able to access the right support in accordance with their needs. We'll do this in a manner that provides choice and control, and that enables independence and resilience. The transformation of services will include investment in the skills and experiences of universal service providers. Some of the benefits of this investment will be that a greater number of accessible and inclusive opportunities will be available in the community, and also that assessment-based services will be more personalised. A smooth transition from childhood to adulthood will be the key goal in all elements of service provision.
- Review and re-focus our reablement service (short-term support designed to develop people's confidence to manage as many tasks as possible on their own) to ensure that it is as effective as possible and that we have the resources available to respond to demand.
- Continue to work with developers, housing associations and other partners to encourage the development of additional extra care housing in Denbighshire, with the aim of one additional scheme (with approximately 50 units) being built during 2014/15.

Outcome: Vulnerable children and adults are protected

- Review the current Families First programme and identify a revised programme for 2015–17.
- Establish corporate safeguarding arrangements to ensure that all staff – not just those in Social Services – are aware of, and comply with procedures designed to protect children and adults.

For this priority we have identified one outcome that we aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2014–15 in support of this outcome.

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

- Use customer service information to plan our street cleansing activity for the month ahead, as a supplement to the usual schedule. This will enable us to better respond to customer needs, and address problem areas as they arise.
- Continue to use external contractors to tackle environmental crime (such as dog fouling and littering) by monitoring the streets, targeting problem areas, and serving fixed penalty notices on those who are caught breaking the law.
- Raise awareness of the health danger of dog faeces, particularly for children in playing fields, through the use of radio programmes, targeting events with publicity material, and using real case studies of individuals who've been affected by toxicara. We'll also implement dog control orders to prevent dogs from accessing certain places within the county.
- Target the most problematic eyesore sites in Denbighshire by having a series of actions for multi-discipline officers to implement. The aim will be to bring these sites back into use. Some of the key sites to be targeted include:
 - 102 Vale Street, Denbigh
 - 3 Brighton Road, Rhyl
 - Grange Hotel, Rhyl

For this priority we have identified one outcome that we aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2014–15 in support of this outcome.

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

- By September 2014 we will produce a package of information and advice to planning agents and developers to assist in the development of affordable housing. We'll deliver 38 units of new affordable housing in 2014/15.
- Work more closely with the Private Rented Sector (which houses 17% of our residents) to develop fairer access and drive up quality. We'll also develop models that will make house sharing a viable option for single people on the lowest incomes so they can avoid 'sofa surfing', or even street homelessness.
- Negotiate a settlement with the Welsh Government for the abolition of the Housing Revenue Account Subsidy System. This will place Denbighshire in the best possible position to reinvest in housing stock, including the building of new council housing.
- Produce master plans and planning briefs to simplify guidance and encourage the private sector to develop allocated housing sites, delivering mixed types and ranges of housing. The emphasis will be on key strategic and eyesore sites.
- Implement the new Welsh Government home loan scheme to enable home owners to improve conditions in the private housing stock for those properties that have been empty for at least six months.
- Refurbish of 3–9 Abbey Street and 2–12 Edward Henry Street, Rhyl from October.
- Progress the development of 50–57 West Parade site (including 1–11 John Street and 18 Aquarium Street) to accommodate a development of modern apartments plus office/retail units.
- A number of properties in Brighton Road, Bath Street and Thorpe Street in Rhyl will be subject to a group repair scheme, which is a block

For this priority we have identified two outcomes that we aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2014–15 in support of each outcome.

Outcome: Services will continue to improve and develop

- Implement self-service for our Revenues and Benefits customers. This will provide customers with more choice as to how they contact us, while potentially saving us money. This will go live during the summer of 2014.
- Develop a Customer Access Strategy in which we will examine customer requirements, consider how technology can support service delivery, and how we can manage customer data. Our research will be used to plan improvements to make our services easier to access, more effective, and to provide our customers with an appropriate level of support.

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

- Our offices in Ty Nant will be emptied, and staff relocated by summer 2014. Releasing this building will reduce our running costs, which we can reinvest in our services, and also contribute to the reduction in our carbon emissions.
- Where possible, office-based staff who don't need a fixed desk will be given the tools to enable Flexible Working (a laptop, remote but secure access to our systems, and mobile telephony). This will enable them to work flexibly from any location, and enable us to implement hot-desking. Flexible working offers us the opportunity to reduce costs and time spent on business travel, make more efficient use of our office space, and improve customer service.
- Register all invoices centrally and electronically, so that we reduce the time taken to process them, reducing the cost per transaction.
- Continue to roll out the corporate EDRMs system across all services in order to support flexible working (people can access 'paper' work from any location), and freeing up storage requirements. All of this helps to ensure cost effective management and storage of information. By April 2015 we anticipate 86% of the staff with access to ICT will be able to use EDRMS.

Corporate Plan Priority: Developing the local economy

If we are successful we expect to see:	Key measure of success by 2017	Lead Member
Fewer people being unemployed	Unemployment 0.5% below the UK rate – on current performance, this would mean 500 more people in work	HHE
Improvements in people’s income	Median household income 10% higher than the Welsh average – on current performance this would mean an increase in annual household income of around £3,300	HHE
An increase in the number of healthy private and third sector enterprises	Business birth and survival rates at pre-recession levels – this would mean 355 for new businesses, which would mean 75 more new businesses each year with 96% surviving for 1 year and 61% surviving for at least 3 years	HHE
An increase in confidence levels of local businesses	A 10% increase in turnover of Denbighshire based businesses – this would mean collective turnover of £2,310m, £15m higher than Denbighshire’s previous highest turnover	HHE
An increase in the revenue from tourism in Denbighshire	We should expect to see a 15% increase in revenue generated from tourism, and a clear master plan for redevelopment of coastal tourism and leisure facilities	HLJ
An increase in residents’ satisfaction with their local area	Results from the Denbighshire residents' survey: 2011 - 87% 2013 - 85% 90% by the end of March 2017	HI
A reduction in levels of deprivation in Rhyl and Upper Denbigh and a narrowing of the gap between the most deprived areas and other parts of the county	No Denbighshire communities in the 10 most deprived communities in Wales (currently 2 in Rhyl) and a real reduction in the deprivation indicators for income, employment and housing in Denbighshire's communities currently in the 10% most deprived communities in Wales (currently 5 in Rhyl and 1 in Upper Denbigh)	HHE

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

If we are successful we expect to see:	Key measure of success by 2017	Lead Member										
Excellent education performance at the end of primary and secondary school stages, with a particular emphasis on English, Welsh, Maths and Science	<p>End of Primary School – Key stage 2</p> <p>Percentage of pupils achieving Level 4 or higher in :</p> <table data-bbox="730 622 1182 792"> <tr><td>English</td><td>95%</td></tr> <tr><td>Cymraeg</td><td>96%</td></tr> <tr><td>Mathematics</td><td>95%</td></tr> <tr><td>Science</td><td>97%</td></tr> <tr><td>Core Subject Indicator</td><td>94%</td></tr> </table> <p>End of Secondary School – Key stage 4</p> <p>Percentage of pupils achieving 5 GCSEs with grades A*-C including English and Maths (Level 2 +) 70%</p> <p>Core Subject Indicator 68%</p> <p>Percentage of pupils achieving 5 GCSEs with grades A*-G (Level 1) 100%</p>	English	95%	Cymraeg	96%	Mathematics	95%	Science	97%	Core Subject Indicator	94%	EWW
English	95%											
Cymraeg	96%											
Mathematics	95%											
Science	97%											
Core Subject Indicator	94%											
Improved pupil attendance and fewer exclusions from schools	<p>Attendance in Primary schools – 96%</p> <p>Attendance in Secondary schools – 95%</p> <p>Exclusions – permanent and fixed term – zero</p>	EWW										
All pupils leaving school with approved qualifications	Our vision is 100% by 2017	EWW										
Significant improvements in the quality of school buildings and facilities	<p>Our vision is to complete all the projects in the capital programme to include:-</p> <ul style="list-style-type: none"> Rhyl new School Ysgol Glan Clwyd Faith based provision Ruthin Town schools: Rhos Street & Pen Barras Clocaenog and Cyffylliog Area School Llanfair & Pentrecelyn Area School Ysgol Pendref, Denbigh Bodelwyddan primary provision Rhyl primary provision 	EWW										

A significant reduction in the number of mobile classrooms used	Our vision is that between 2013 -2017 the number of mobile and none teaching classrooms will reduce by 39	EWW
A reduction in the number of empty spaces in schools, and fewer oversubscribed	<p>Primary empty spaces</p> <p>2010 17.7%</p> <p>2017 12.7%</p> <p>Secondary empty spaces</p> <p>2010 9.9 %</p> <p>2017 19.5%</p> <p>Within the secondary sector we are removing excess capacity as it becomes available, however this is being managed with the back drop of future rising number into the secondary sector. It is estimated that by 2020 secondary spaces are estimated to reduce to 17.8% and reduce further in year's there after</p>	EWW

Corporate Plan Priority: Improving our roads

If we are successful we expect to see:	Key measure of success by 2017	Lead Member
An overall improvement in the condition of our roads	An improvement in the average road condition assessment score measured across the whole highway network. (Figures to be obtained from the Council's Highways Asset Management System - 2017 mean compared to 2014 mean)	DS
A reduction in the percentage of roads classed as being in poor condition	A reduction in the proportion of highways categorised as being in poor condition. (Figures measured via the Council's Highway Asset Management System - 2017 mean compared to 2014 mean, with a score of 500 being classed as poor)	DS
An improvement in residents' satisfaction with the quality of our roads	Results from the 2017 residents survey (proportion of residents satisfied with condition - using the mean across the 3 different road types)	DS

Corporate Plan Priority: Vulnerable people are protected and are able to live as independently as possible		
If we are successful we expect to see:	Key measure of success by 2017	Lead Member
More Extra Care Housing across Denbighshire	Denbighshire will have two additional Extra Care Housing schemes in operation (containing a total of around 100 units), with another scheme in the development phase.	BF
Fewer people in residential care homes	We will have reduced the number of adults who need residential care by 200, from 815 to 615.	BF
More people living in their own home for longer	750 more adults will be enabled to live independently without a formal package of social care.	BF
Fewer repeat referrals to child protection services	The re-referral rate will not rise above 20% in any year, and we would expect it to consistently fall within the range of 15-20% each year.	BF
Corporate Plan Priority: Clean and tidy streets		
If we are successful we expect to see:	Key measure of success by 2017	Lead Member
Less dog fouling and litter in our towns and villages	Top quartile of clean and tidy street index The number of complaints about dog fouling will reduce by 10% The number of fixed penalty notices issued for littering will reduce by 10%	DS
Clean and tidy towns and villages	Top quartile of clean and tidy street index	DS
High Levels of public satisfaction with the appearance of public spaces	Higher levels of satisfaction compared to previous residents' survey statistics	DS
Corporate Plan Priority: Ensuring access to good quality housing		
If we are successful we expect to see:	Key measure of success by 2017	Lead Member
Homeless people and those threatened with homelessness assisted to find a home	The service will have successfully implemented the changes to Homeless Legislation as required	HI

	through the Housing Bill and will be recognised as the top performing Local Authority in Wales in discharging its homelessness duties.	
Improved living conditions in private sector housing	<p>We will take direct action to improve over 300 private 'high risk' dwellings to an acceptable level</p> <p>We will adapt 320 privately owned dwellings to allow disabled people to live independently in their homes</p> <p>We will take direct action to enable over 500 properties to benefit from energy efficiency improvements</p> <p>We will license an additional 60 Houses in Multiple Occupation</p> <p>We will ensure a five year land supply, for housing development, is maintained</p>	DS
Welsh Government Affordable Housing targets delivered	By 2017 150 new affordable housing units will be delivered.	HI
More empty dwellings returned to occupation	We will take direct action to bring back into use 400 dwellings, which have been empty for more than 6 months	DS
Fewer people on the Housing Waiting List	By 2017 the housing waiting list will have reduced from 3000 applicants to 1500.	HI
Denbighshire County Council Housing Services recognised for excellence	By 2017 Housing Services will receive a 2 star good rating from external inspection; will be the best performing Local Authority in Wales as recorded through HouseMark UK Benchmarking service and be in the top quartile for performance when benchmarked by HouseMark against the Welsh RSLs and peer group Local Authorities in England.	HI
Corporate Plan Priority: Modernising the council to deliver efficiencies and improve services for our customers		
If we are successful we expect to see:	Key measure of success by 2017	Lead Member
Increased public satisfaction with the simplicity and ease of their interaction with the council	Results from the Denbighshire residents' survey. 2011 - 78% 2013 - 69% 85 % by the end of March 2017	HI

More cost effective services	Delivering on agreed budget savings and delivering savings arising from the modernisation programme	JTH																					
Fewer complaints by the public	<p>Short term we are anticipating an increase in complaints as we promote the policy.</p> <table> <tr> <td>2010/11</td> <td>632</td> <td></td> </tr> <tr> <td>2011/12</td> <td>587</td> <td></td> </tr> <tr> <td>2012/13</td> <td>660</td> <td></td> </tr> <tr> <td>2013/14</td> <td>726</td> <td>10% increase</td> </tr> <tr> <td>2014/15</td> <td>726</td> <td>Remains static</td> </tr> <tr> <td>2015/16</td> <td>654</td> <td>10% reduction</td> </tr> <tr> <td>2016/17</td> <td>589</td> <td>10% reduction</td> </tr> </table>	2010/11	632		2011/12	587		2012/13	660		2013/14	726	10% increase	2014/15	726	Remains static	2015/16	654	10% reduction	2016/17	589	10% reduction	HI
2010/11	632																						
2011/12	587																						
2012/13	660																						
2013/14	726	10% increase																					
2014/15	726	Remains static																					
2015/16	654	10% reduction																					
2016/17	589	10% reduction																					
More online transactions carried out through the council's website	<p>The new website went live 20/08/13 – 31/3/14</p> <p>34,797 transactions made</p> <p>200,000 transactions by the end of March 2017</p>	HI/BS																					
High levels of staff satisfaction	<p>Employee turnover will be no less than 7% and no more than 13%</p> <p>The number of staff grievances will return to the 2012 level of 7 annually</p> <p>In the 2017 staff survey, no service will be more than 20% below the average for questions 6-8</p>	BS																					
<p>Reduce impact on our environment as a result of:</p> <ul style="list-style-type: none"> less business travel, paper and waste less energy use/carbon emissions across all operational buildings 	<p>Business mileage – by 2017 the total business mileage for Denbighshire will be reduced by 20%</p> <p>Energy use/Carbon emissions per m2 across all operational buildings will reduce by approximately 20%.</p>	<p>BS</p> <p>JTH/BS</p>																					

Report To:	County Council
Date of Meeting:	13 May 2014
Member Presenting:	Councillor Huw Hilditch-Roberts
Report Authors:	Scrutiny Chairs and Vice-Chairs Group/ Scrutiny Coordinator and Democratic Services Officer
Title:	Annual Report of the Council's Scrutiny Committees

1. What is the report about?

The Scrutiny Committees' Annual Report to Council for 2013/14.

2. What is the reason for making this report?

- 2.1 To present to Council the Scrutiny Committees' annual report on their activities during 2013/14.
- 2.2 To comply with Article 6.3.7 of the Council's Constitution which stipulates that scrutiny committees must report annually to full Council on their work and make recommendations for future work programmes and amended working methods if appropriate.

3. What are the Recommendations?

That Council considers the Annual Report of the Scrutiny Committees for 2013/14 and comments accordingly.

4. Report details.

- 4.1 The Constitution of Denbighshire County Council stipulates that the Authority's scrutiny committees will report annually on their activities during the year to County Council.
- 4.2 The Scrutiny Chairs and Vice-Chairs Group (SCVCG) wanted this year's Annual Report to follow the more concise format that was trialled last year as they felt that it gave readers a brief overview of the how scrutiny operates, the work committees do, and informed residents how they can participate in and contribute to the scrutiny process.
- 4.3 As well as containing a summary of each scrutiny committee's resolutions, this year's report concentrates on outlining scrutiny's work in challenging the Council's plans to deliver its corporate priorities by 2017. Scrutiny's objective in examining these policies and strategies in detail is to support the delivery of the seven corporate priorities and assist the Council to realise its aspiration on being close to the community.

4.4 As in recent years this year's Annual Report includes a form which enables the general public to suggest areas or services for scrutiny's consideration. The rationale behind this form is to try and generate public interest and improve residents' interaction with scrutiny in line with the Welsh Government expectations on local authorities to increase public engagement and interaction with their work. During the course of the last year a handful of residents did contact Denbighshire's scrutiny function suggesting items which in their view merited scrutiny. However, as the issues raised were mainly of a local nature they were resolved by other more appropriate methods. Nevertheless, as this form enables residents to draw matters to the Council's attention it has again been included in the Annual Report.

Wales Audit Office (WAO) Scrutiny Improvement Study

4.5 The final report following the national study undertaken by the Wales Audit Office (WAO) is still awaited. Once received the Scrutiny Chairs and Vice-Chairs Group will consider its recommendations and determine whether any changes are required to the Authority's scrutiny practices based on the findings of the report.

Local Government (Wales) Measure 2011

4.6 Similarly local authorities are waiting for the necessary powers to be confirmed enabling them to use the provisions contained in the Local Government (Wales) 2011 Measure to compel other public services providers to attend scrutiny when requested to do so. Until such time as the Order is made organisations that deliver public services to the County's residents can only be invited to engage with scrutiny committees. Nevertheless, it is pleasing to report that all those organisations invited to attend scrutiny in Denbighshire to date have willingly accepted the invitation.

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

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

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

6.1 The publication of the Annual Report forms part of the regular committee reports despatch to county councillors and other recipients, therefore there are no additional costs entailed with its publication. The Annual Report will be distributed to Council outlets such as libraries, One Stop Shops, leisure centres and to town and community councils, with electronic versions sent to all school councils within the County. It will also be available on the Council's intranet and website.

6.2 Any costs incurred with respect to the new powers conferred on scrutiny committees by the Local Government (Wales) Measure 2011 will be funded and contained within the Council's existing budget for democratic costs. Any costs arising from the holding of joint scrutiny meetings with other local

authorities will have to be negotiated with the relevant local authority/ies and met from within the existing budgets.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?

Effective scrutiny of Council policies, procedures and decisions should mitigate the risk of there being any adverse impact on people who share protected characteristics.

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

Members of the Scrutiny Chairs and Vice-Chairs Group have been involved with the drafting of the Annual Report and have been consulted on its contents.

9. Chief Finance Officer Statement

There are no significant financial implications resulting from this report. As mentioned in paragraph 6 above any costs relating to the production of the Report will be contained within existing budgets and any costs arising from the establishment of joint scrutiny meetings will have to be the subject of negotiations between the relevant authorities.

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

No risks have been identified with respect to the consideration of the Committees' Annual Report.

11. Power to make the Decision

Article 6.3.7 of the Council's Constitution stipulates that the Council's scrutiny committees must report annually on their activities to full Council.

Contact Officer:

Scrutiny Coordinator

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dcc_admin@denbighshire.gov.uk

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Denbighshire County Council

Annual Report of the Scrutiny Committees

2013/14



DRAFT

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Foreword

Denbighshire County Council's Scrutiny Committees examine the work of the Council and other public service providers across a range of topics to help ensure the delivery of quality services for the County's residents. In this Annual Report we give a summary of our Scrutiny Committees' activities during 2013/14.

Whilst councillors, Council officers and external partners contribute regularly to our activities we also welcome public attendance at our meetings. We would like to encourage residents to attend and contribute to our work in securing the best possible public services. The intention is to make sure that we are dealing with the matters that are most important to the community and are delivering quality services to you.

If you feel that there is a topic that we should look at, please let us know by completing the 'Scrutiny Request Form' or by contacting the Scrutiny Co-ordinator on 01824 712554 or email to dcc_admin@denbighshire.gov.uk

We hope that this document gives an interesting insight into our work and we look forward to hearing from you soon.

The Scrutiny Chairs and Vice-Chairs Group

Introduction

What is scrutiny?

Scrutiny is a key part of the Council's political structure and plays a vital role in improving the services that the people of Denbighshire use. Many of the Council's important decisions are taken by the Cabinet, a group of elected councillors who take decisions about policy and procedures.

Scrutiny Committees give the other councillors an opportunity to review decisions by Cabinet and officers, make recommendations, and examine a range of topics that affect Denbighshire's residents and visitors to help ensure that Denbighshire County Council realises its ambition of being an excellent Council, close to its community.




Scrutiny in Action

In addition to the active role of Scrutiny Committees in developing policies and reviewing performance, they also have the responsibility of holding the Cabinet and other decision makers to account on the decisions they make.

If a Scrutiny Committee believes that an issue should be looked at in more depth before a decision is implemented, it can request a review under the "Call-In" procedure which will allow Scrutiny Committees to formulate alternative proposals.

How does scrutiny work?

Scrutiny acts as a 'critical friend' to the Council's leadership, driving improvement in public services and enabling the concerns of the public to be heard. The Council's scrutiny work is undertaken by three thematic, cross-cutting scrutiny Committees, meeting every 6 weeks and comprising members from all political parties/groups on the Council:

-  Communities Scrutiny Committee
-  Partnerships Scrutiny Committee
-  Performance Scrutiny Committee



The last 12 months of Scrutiny in Denbighshire

During the last 12 months the scrutiny committees have been busy examining various plans and proposals which will hopefully assist the Council to deliver the seven priority areas earmarked for improvement by the time of the next local authority elections in the spring of 2017.

Developing the local economy

All committees have been involved in examining proposals developed to stimulate the local economy, from the Town and Area Plans to larger regeneration programmes such as the work taking place in Rhyl, and the restructure of the Council's Regeneration, Business Support and Tourism Services with a view to invigorating the County's urban and rural economies. It has long been recognised that the availability of convenient car parking facilities is crucial to securing a prosperous future for market towns and tourist areas, therefore scrutiny has been involved with the introduction of a new parking policy for the County and in instigating a review of traffic and parking facilities in ten of the county's towns and villages. Looking ahead to next year scrutiny will be examining a proposed caravan sites strategy for the area.

Improving performance in education and the quality of school buildings

The County's children and young people are its future. The Council is committed to ensuring that they reach their full potential and contribute towards developing the local economy in the years that lie ahead. To enable them to realise their ambitions they need to be provided with the best education available and equipped with the required skills. In a bid to ensure that the Council is on track to deliver its ambition of improving pupil

performance and securing better outcomes for the county's children and young people, the scrutiny committees have been closely monitoring pupils' educational attainment. In addition individual schools' performance in delivering the curriculum has also been monitored. This is done by scrutinising external examination and teacher assessment results and via the School Standards Monitoring Group (SSMG). A number of scrutiny members serve on the School Standards Monitoring Group which interviews headteachers and challenges their school's examination results and educational plans. The Council has a long term goal of improving school facilities under its Modernising Education Programme which aims to provide the right education in the right area. Scrutiny has been regularly monitoring the progress in attracting funding for this Programme and in delivering new state of the art educational facilities. Further educational establishments, such as Coleg Cambria and Glyndŵr University have also attended meetings of the Council's Scrutiny Committees to outline their educational provision and how they are working with the Council to deliver the right type of education which should help to stimulate and sustain the local economy. Looking ahead to next year scrutiny intends to examine whether the investments in new educational facilities is beginning to reap the intended educational outcomes.



Improving roads:

Having a good well-maintained road network is integral to developing the industrial, rural and tourist economies in the County. Good roads also benefit residents' travelling experience whether it be to work, school or for leisure purposes. With that in mind scrutiny has during the year looked at the highways capital investment programme, winter maintenance and verge cutting arrangements. As mentioned earlier it has also supported a proposal to undertake a traffic management and parking review for the purpose of coming up with practical solutions to ease traffic and parking problems in the County. During the forthcoming year scrutiny will be considering the findings of the above review with a view to ensuring the future economic viability of County's towns and tourist attractions.

Ensuring that vulnerable people are protected and are able to live as independently as possible

Similar to many other counties Denbighshire has an ageing population. To enable the Council to provide quality services to its older residents and help them live independently for longer some established services have had to change and other new services have been developed. During the year scrutiny has examined the proposals for reviewing day care services in the north of the County and the development of a single point of access for health and social care in the County. Scrutiny members have also looked at services which care and support other vulnerable people within the County, such as children, young families, people with learning disabilities as well as those with mental health problems. When scrutiny committees have examined these matters they have often had representatives from the Health Service

attending the meetings to answer any concerns councillors and residents may have about the services, the working relationship between health and social care services and how the transfer from one service to the other can be improved for the citizen's benefit. Scrutiny will continue to monitor the interface between health and social care services during the year that lies ahead.

Having clean and tidy streets

It became apparent during the last County Council election campaign in 2012 that one of the matters of most concern to residents was the untidy state of the county's streets and pathways, dog fouling being a particular concern. In a bid to ensure that the County can in future pride itself on having clean, tidy and safe streets a number of strategies and policies have been introduced. During the last year scrutiny has monitored the effectiveness of the Anti-fouling Strategy, including the number of fixed penalty notices issued for dog fouling and littering, and the resulting environmental improvements in areas which were considered as environmental crime hotspots. Scrutiny has also examined the County's performance in dealing with incidents of fly tipping which blight the landscape and monitored the work of the Community Safety Partnership in dealing with anti-social behaviour in towns and villages. In addition, scrutiny has been consulted on proposals to introduce dog control orders across the County. Performance in delivering these strategies will continue to be monitored through 2014/15.



Ensuring access to good quality housing

The Council has committed itself to ensure that there is an appropriate amount and right mix of good quality and suitable housing in the area to meet residents' needs. With a view to supporting the Council to deliver this priority scrutiny has regularly monitored the West Rhyl Housing Improvement Project which forms part of the Rhyl Going Forward Programme. This particular project aims to transform houses of multiple occupation in the west end of Rhyl into a suitable mix of housing, including family housing complemented by a green space recreational area. During the year Scrutiny has contributed towards the development of the county-wide Local Housing Strategy and been consulted on the proposals to establish a common social housing application process and allocations policy, which should make it easier for people to apply for social housing. Scrutiny members have also examined the Council's performance and procedures in dealing with household planning applications in order to ensure that appropriate support is available to applicants and no unnecessary delays are experienced in dealing with planning applications.

During the next few months the quality of the Housing Stock Refurbishment Contracts will be examined as will the Service's Improvement Plan.



Modernising the Council to deliver efficiencies and improve services to customers

In these times of financial constraints improving services while at the same time realising efficiencies is extremely difficult. However, the Council is attempting to do this by modernising its services and, where appropriate, by working in partnership with other councils and organisations. To support the modernisation and efficiencies aim in 2013/14 scrutiny has monitored the effectiveness of the collaborative work taking place to source tailored residential placements for young people and adults with significant and complex needs. The cost of dealing with residual waste (waste that cannot be recycled) is increasing and with this in mind five of the six local authorities in North Wales have joined forces in a bid to deliver economies of scale and drive down costs by having all their residual waste dealt with at one purpose built plant. As this is an expensive and complex project councillors have been monitoring its development over a long period of time and scrutiny members, in early 2014, examined and supported proposals which should bring the project to fruition in the next few years. With so many changes taking place at the same time the quality of services delivered by the Council could easily suffer. In an attempt to make sure that this does not happen and to ensure that the Council can realise its ambition of being close to its community scrutiny regularly examines statistics on the number of complaints received and whether they were responded to on time and satisfactorily resolved within the expected time. By studying this information scrutiny can identify any slippages in services' performance, or increases in certain types of complaints, and recommend appropriate measures to deal

with them. The delivery of the Corporate Plan and its seven priorities is monitored in a similar way, with the objective of realising the Council's ambitions by the next local authority elections in 2017.

During the forthcoming year, with finances becoming increasingly tighter, new ways of working and delivering services will be explored by the Council. Scrutiny will have an important role to play in examining any new proposals which result from this work.

Additional Work

In addition to the work undertaken at formal scrutiny committee meetings, each committee has nominated representatives to serve on a variety of internal 'groups', tasked with working with officers to discharge corporate functions and to try and continually improve services despite central government funding cuts. By participating in groups such

as the Strategic Investment Group, the School Standards Monitoring Group, the Economic and Community Ambition Programme Board and the Corporate Equalities Group, scrutiny members have the opportunity to shape, develop and monitor policy through alternative means, complementing the work undertaken by the committees at their regular meetings.

Each of the scrutiny committees have appointed members to serve on the all of the Council's Service Performance Challenge Groups (where Council departments' performance and priorities are reviewed). In circumstances where there are concerns with a service's performance the Chair of the Performance Scrutiny Committee and the committee's performance lead may meet with the relevant Head of Service and appropriate officers to examine matters in closer detail



All Wales Scrutiny Improvement Study

It was mentioned in last year's Annual Report that Denbighshire had participated in a comparative assessment study facilitated by the Wales Audit Office (WAO). The purpose of the study was to develop the scrutiny function for local councils across Wales. Whilst the national report on the study's findings is yet to be published Denbighshire's scrutiny committees have implemented some of the good practice they observed on visits to Wrexham County Borough Council's scrutiny meetings. As a result of the Study, and following a discussion with Cabinet members, Cabinet Lead Members now present reports at scrutiny committee meetings and are available to answer any policy related questions, with Service officers attending in a supporting role on technical matters.

Once the national report is published the Council will consider its findings and determine whether any further changes are required to scrutiny practices in the authority.

Local Government (Wales) Measure 2011

As was reported in last year's Annual Report 'The Local Government (Wales) Measure' has granted local authorities the ability to hold joint scrutiny committees with other councils and to scrutinise organisations delivering public services to residents. However, the final piece of legislation compelling people to attend scrutiny committees when asked to do so is yet to be made by the Welsh Assembly Government. Until this piece of legislation is made scrutiny committees can only invite these organisations to participate. The organisations being proposed as those who can be compelled to come to scrutiny are National Park Authorities, Fire and Rescue Authorities, Health Boards and NHS Trusts. Suggestions have been made that Registered

Social Landlords and Town and Community Councils could be included on the list in due course. Time will tell who scrutiny committees will eventually be able to compel to participate in scrutiny enquiries. In the meantime, Denbighshire's scrutiny committees will invite outside organisations to attend as and when appropriate. We feel that the best way to engage and influence these organisations, a number of which we work closely with, is by working with them in a supportive role rather than by engaging with them in a confrontational manner.

Scrutiny committees in Wales now have a duty to consult with residents on major policy issues. To enable this to take place the Forward Work Programmes of the scrutiny committee are accessible to members of the public through the scrutiny page of Denbighshire's website. Leaflets explaining the function of scrutiny and inviting the submission of topics for consideration have also been circulated to schools, libraries, leisure centres, council reception areas, One Stop Shops and to town and community councils. We hope that by improving awareness of the work undertaken by the scrutiny committees, and making it easier for the residents of Denbighshire to propose matters for scrutiny, that scrutiny of the Council will be enhanced through closer relevance to the needs and priorities of local communities



Membership

Communities Scrutiny Committee



The Communities Scrutiny Committee examines issues that directly affect the residents of Denbighshire and the communities that they live in, reviewing services across the Council to make sure that the best possible standards are delivered in areas such as highway maintenance, refuse collection and keeping the County's streets clean and tidy

Huw Hilditch-Roberts (Chair of the Communities Scrutiny Committee)



James Davies



Peter Evans



Carys Guy (Vice-Chair)



Rhys Hughes



Win Mullen-James



Bob Murray



Joe Welch



Cefyn Williams



Cheryl Williams



Huw Williams

In the last 12 months the Communities Scrutiny Committee has provided an effective forum for consulting; reviewing and developing policy and strategies across a broad range of Council services. The committee has endorsed the establishment of a working group to develop a Highways Asset Management Strategy and monitored the effectiveness of the Anti-Fouling Strategy, which covers littering and dog fouling. It has continued to regularly monitor the progress made with delivering the Rhyl Going Forward Programme and the Town and Area Plans. Following the call-in of a Cabinet decision relating to Ysgol Llanbedr Dyffryn Clwyd the Committee had to examine whether proper consultation had taken place prior to the decision being taken and whether the decision had been predetermined. A comprehensive list of the issues considered by the Communities Scrutiny Committee, and recommendations put forward by the committee are listed overleaf.

Summary of Communities Scrutiny Committee resolutions 2013/14

23 rd May 2013	<ul style="list-style-type: none"> • Scrutinised the progress with the delivery of the County's Town and Area Plans • Examined how the Restructure of the Regeneration, Business Support and Tourism Services would assist the Council to realise its economic ambition strategy • Considered the progress made in revising the Local Housing Strategy and endorsed the three themed areas for inclusion in the new Strategy • Examined and approved the implementation of a new model for providing Day Care Service in North Denbighshire, but asked that the provision of day care services be undertaken and reported back to the Committee in mid-2014 • In response to the national horsemeat scandal the Council set up a working group to examine the Council's food purchasing procedures. The Working Group's findings and recommendations were considered and supported by the Committee who asked the Working Group to continue with its work and explore the viability of future Council meat purchasing contracts stating that all suppliers must have a recognised accreditation, such as Farm Assured or Red Tractor symbol
4 th July 2013	<ul style="list-style-type: none"> • Considered the progress to date in regenerating Rhyl through the Rhyl Going Forward programme • The Committee endorsed the development of a Caravan Sites Strategy for Denbighshire and asked for it to be submitted to the Committee for consideration • Considered the reorganisation of the Council's Highways/Public Realm Services and endorsed the general direction of travel with respect to improving service delivery • Following consideration of a report on the Condition of the County's Highways the Committee supported a proposal to establish a working group to develop a Highways Asset Management Strategy • Considered the progress made in Developing the Local Housing Strategy • Having considered a report on the impact to date of cuts to Supporting People Funded Internal Services in Denbighshire the Committee decided that further information should be provided to the Committee once details on further Welsh Government cuts had been announced in the summer of 2014 along with an analysis of their impact on Council services and details of measures which would be taken to mitigate the effects of the cuts and safeguard vulnerable people
12th Sep 2013	<ul style="list-style-type: none"> • Having considered the Draft Public Realm Strategy for the County and recommending a number of amendments and inclusions the Committee endorsed the Strategy and recommended that Cabinet approve and adopt it • The Committee after considering a report on the Council's Preparedness for Winter Maintenance concluded that sufficient arrangements were in place to deal with an average winter on the County's roads and that contingency plans would cover more severe conditions • Following consideration of the New Operating Model for the Destination, Marketing and Communications Team the Committee supported the operating model and its objectives
17th Oct 2013	<ul style="list-style-type: none"> • the Committee considered the progress made with delivering the Rhyl Going Forward Programme • discussed the findings of the North Wales Gypsy and Traveller Accommodation Needs Assessment and noted the conclusions, but did not support the make-up or the remit of the proposed Steering Group and requested that further details and costings be provided prior to the report being presented to County Council • Having considered the Supporting People Local Commissioning Plan the Committee supported the Plan for 2014/15 and 2015/16 for submission to the regional collaborative committee and the Welsh Government, subject to the inclusion in the Plan of all services available for men
25th Nov 2013	<ul style="list-style-type: none"> • As a result of considering Parking Enforcement matters the Committee supported a proposal to carry out a scoping exercise to fully evaluate the requirements for parking and traffic reviews in the County's towns with a view to boosting the local economy and ensuring that clear and proper parking signage is in place • Following consideration of the impact and effectiveness of the Anti-Fouling Strategy to date in dealing

	<p>with the dog fouling problem in the County the Committee recommended that every effort should be made to find the money needed to continue the work and to fund the dedicated 0800 number for the future</p> <ul style="list-style-type: none"> • The Committee endorsed the Council's Draft Flood Management Strategy for public consultation, and the actions taken to date to respond to the recommendations of the investigation report into the 2012 floods in the County • Agreed the Highways Maintenance Capital Programme with a view to improving the County's road network and requested that the draft Highways Asset Management Strategy be presented to it in 2014 • The Council's procedure for the Granting of Leases to community groups etc. was considered to ensure that it met the Council and the leaseholder's expectations.
23rd Jan 2014	<ul style="list-style-type: none"> • The Committee was asked to consider whether the County Council's decision of 14 January to publish a statutory notice of its intention to close Ysgol Llanbedr Dyffryn Clwyd had been taken without due consultation. In light of the representations made and the information provided the Committee concluded that the decision had been taken following adequate and appropriate consultation. • Progress in delivering the Town and Area Plans and the Rhyl Going Forward programme of work were once again examined • Twelve months after its adoption by the Council the Community's Covenant with the Armed Forces was scrutinised to ensure that the measures introduced under the covenant were being implemented in order to support the local armed services community.
6th Mar 2014	<ul style="list-style-type: none"> • In response to concerns raised with respect to the Safer Routes Scheme the Committee considered various aspects of these types of schemes. Whilst the Committee agreed that there had been problems in certain areas it felt that the Council should continue to apply for Safer Routes in Communities funding. It also sent a letter to the Welsh Government's Minister for Economy, Science and Transport urging that the criteria for the scheme be reviewed and that it revert to being a Safer Routes to Schools scheme. • The Committee considered and endorsed proposals to consult on the introduction of additional county-wide Dog Control Orders across the county in a bid to reduce dog fouling. • Kingdom Security Limited's procedures and performance in environmental crime enforcement action, e.g. for littering, dog fouling, graffiti etc. was examined in detail. The Committee supported the approach taken by the Company in dealing with this type of crime, but did seek further clarification on the Council's guidelines to the Company on Enforcement Officers' wearing of uniforms. • The Draft Revised Parking Policy and the results of the scoping exercise to assess options for the Traffic and Parking Review for the County's main towns were examined. The draft Parking Policy was endorsed and the preferred approach for undertaking the traffic and parking review for the towns was supported, with the review's findings being reported back to the Committee in the autumn of 2014
3 rd Apr 2014	<ul style="list-style-type: none"> • The progress to date in delivering the Town and Area Plans was discussed • Detailed Design of the West Rhyl Green Space (part of the West Rhyl Housing Improvement Project) which forms an integral part of the Rhyl Going Forward Programme was examined • The Council's Highway's Grass Verge Cutting Policy and Programme for 2014/15, including the biodiversity aspects of the programme, were discussed to ensure that local communities' specific needs would be met where possible

In the coming months, the Communities Scrutiny Committee will also be looking at...

15 May 2014	Caravan Sites Strategy for Denbighshire
26 June 2014	Highways Asset Management Strategy



Pont y Ddraig, Rhyl

Membership

Partnerships Scrutiny Committee



The Partnerships Scrutiny Committee is responsible for reviewing the provision of council services delivered in conjunction with external partners in the public and private sector, with their work encompassing health, social services, economic development and community safety. The Partnerships Scrutiny Committee is also the Council's designated 'Crime and Disorder Committee'.

Jeanette Chamberlain-Jones (Chair of the Partnerships Scrutiny Committee)



Bill
Cowie



Ann
Davies



Meirick Lloyd
Davies



Alice
Jones



Pat
Jones



Margaret
McCarroll



Dewi
Owens



Merfyn
Parry



Bill
Tasker



Joe
Welch

The Partnerships Scrutiny Committee meet to review and scrutinise the effectiveness of arrangements for service delivery in partnership with other public service providers and private sector companies. During the year the Committee has been involved in enhancing joint working arrangements between Social Service and the Health Service to try and improve services for residents when they need them the most. The Committee has also examined further and higher education provision in the area, as well as safeguarding and housing matters. Details of the Partnerships Scrutiny Committee's activity and the recommendations made in 2013/14 are included overleaf.

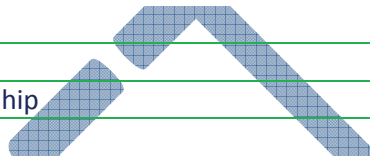
Summary of Partnerships Scrutiny Committee resolutions 2013/14

10 th June 2013	<p>The Committee discussed a number of health and social care matters at this meeting and;</p> <ul style="list-style-type: none"> supported the development of a Single Point of Access for Health and Social Care in the County supported the development of services in the county in line with the Mental Health Measure Wales and acknowledged the good working relationship between Health and Social Care services to deliver mental health services across all age ranges examined the demand and capacity within the Child and Adolescent Mental Health Services in the County received an update on the development of joint Health and Social Care Locality Working in the area received an update on Health Protection Issues in the Health Service locally
18 th July 2013	<ul style="list-style-type: none"> the New Work Connections Programme procedures and governance arrangements were examined as was the development of its exit strategy for when the European funding ceases in 2014 the progress to date in delivering the Local Service Board's integrated community plan 'The BIG Plan' was scrutinised the Committee considered a number of different aspects of the Child and Adolescent Mental Health Services recommended to Cabinet to change the arrangements for adult safeguarding in line with other North Wales authorities and establish a two-tiered North Wales Adult Safeguarding Board having considered the conclusion of enquiries made with respect to the Potential for Collaboration in Delivering Domiciliary Care in Rural Areas the Committee supported the on-going work to find alternative ways of meeting the small demand for this type of care in rural areas.
26 th September 2013	<ul style="list-style-type: none"> the Committee discussed the delivery of Further and Higher Education in North East Wales and how further and higher educational establishments planned to support local businesses by providing the right type and range of courses that would help develop and sustain the local economy. In its capacity as the Council's Crime and Disorder Committee it provided observations on the Community Safety Partnerships' Action Plan and priority areas for 2013/14 Potential Scrutiny Arrangements for the Joint Conwy and Denbighshire Local Service Board were agreed.
7 th November 2013	<ul style="list-style-type: none"> The delivery of services under the Families First Programme in the County were examined in detail. The Committee considered and provided observations on North Wales Fire and Rescue Authority's Improvement Objectives for 2014/15 and Beyond as part of the Authority's consultation on the objectives. Consideration was given to the Conwy and Denbighshire Local Safeguarding Children Board's Annual Report for 2013/14 and comments were provided on the Board's proposed priorities for 2014/15 Proposals for transforming transport by the establishment of a Regional Transport Collaboration Project were examined.
19 th December 2013	<ul style="list-style-type: none"> Proposals to establish a National Adoption Service for Wales were scrutinised and supported. The Committee considered and supported a draft statement of intent between the Council and the Health Board to comply with the Welsh Government's aspiration of Delivering Integrated Health and Social Care Services for Older People with Complex Needs The principles for establishing A Single Route to Housing, which would see a single social housing application process and common waiting list across all housing organisations in the County, was discussed and endorsed for Cabinet's approval and implementation.
6 th February 2014	<ul style="list-style-type: none"> The progress made with the establishment of the Regional School Effectiveness and Improvement Service (GwE) was examined. Concerns were raised following scrutiny of the progress achieved to date in delivering the Local Service Board's BIG Plan on whether the entire Plan would be deliverable given the considerable financial constraints faced by all public service and third sector organisations involved with its delivery Members considered the progress made with the establishment and the running of the North Wales Commissioning Hub. The Hub realises value for money in finding quality care placements for children and adults with complex needs e.g severe learning difficulties or mental health problems

	<ul style="list-style-type: none"> Following consideration of the processes undertaken to date with respect of the North Wales Residual Waste Project the Committee supported the principles to proceed with the project.
10 th April 2014	<ul style="list-style-type: none"> Committee members considered the challenges and priorities for all partner organisations involved with delivering the Welsh Government’s strategy Together for Mental Health and raised a number of issues of concern with representatives from the Betsi Cadwaladr University Health Board. The governance arrangements for the Proposed Joint Committee for the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB) were examined and endorsed.

In the coming months, the Partnerships Scrutiny Committee will also be looking at...

5 June 2014	Heritage and Arts Service
10 July	Rural Development Partnership



National Eisteddfod of Wales, Denbigh August 2013

Membership

Performance Scrutiny Committee



The Performance Scrutiny Committee monitors the Council's business planning and operational performance, reviewing corporate and financial strategies to ensure that the Council is governed effectively and delivers quality services for Denbighshire's residents.

David Simmons (Chair of the Performance Scrutiny Committee)



Bill
Cowie



Meirick Lloyd
Davies



Richard
Davies



Colin
Hughes



Geraint
Lloyd-Williams



Peter
Owen



Dewi
Owens



Arwel
Roberts
(Vice-Chair)



Gareth
Sandilands



Joe
Welch

In 2013/14 the Performance Scrutiny Committee has played an important role in the development of Denbighshire County Council's corporate policies, offering a valuable perspective and helping to ensure that services achieve results for Denbighshire's residents, meet their expectations and deliver the services they want when they want them. . The Committee has reviewed the key plans for discharging the Council's corporate functions, monitored the performance of services in meeting their operational targets, and driven improvements in the delivery of education in Denbighshire

A summary of the Committee's work at each of its meetings over the last year is included overleaf.

Summary of Performance Scrutiny Committee resolutions 2013/14

24 th May 2013	<ul style="list-style-type: none"> Following consideration of a report on Cefndy Enterprises the Committee recommended to Cabinet that money held in the Corporate Plan capital reserve should be invested in machinery to assist the business to be financially viable in the future. The Committee debated the Wales Audit Office's Annual Improvement Report on the Council. Proposals to develop a new complaints framework were endorsed as part of the scrutiny of the Council's performance in dealing with complaints under the Your Voice Complaints process. The Director of Social Services' Annual Report which included a self-assessment of social care services in the County and outlined the improvement priorities for 2013/14 in the field of social care was debated and endorsed.
20 th June 2013	<ul style="list-style-type: none"> The Committee scrutinised the progress made to date in delivering the Estyn Action Plan Performance to date in delivering the Corporate Plan was examined. Consideration was given to the Council's Corporate Risk Register and the actions taken to reduce the risks contained in it.
19 th September 2013	<ul style="list-style-type: none"> The Provisional External Examination and Teacher Assessment Results were discussed First Quarter 2013/14 performance in responding to residents' complaints under the Your Voice complaints policy were studied. Committee members scrutinised and provided observation on the Council's Annual Performance Review Report 2012/13 before it was presented to County Council. The frequency of Future Performance Reporting was discussed in order to reduce the number of in-year performance reports and to align the performance and risk register reports
24 th October 2013	<ul style="list-style-type: none"> Following consideration of a report on CCTV in Denbighshire the Committee requested officers to undertake a detailed business case analysis on a number of possible options for future CCTV provision in the County and present their findings to the Committee at a future meeting. Members examined the effectiveness of new Taxi Licensing procedures which had been introduced as a result of an Internal Audit review. As a consequence of considering a report on the development of a Dropped Kerb Strategy for the County the Committee asked that an audit be undertaken of dropped kerb requirements across the County. The Committee examined the Council's performance in dealing with Planning Applications
12 th December 2013	<ul style="list-style-type: none"> The Committee considered a report on Listed Buildings at Risk in the County and the potential financial risk this could pose to the Council. Having studied the information it was decided to write to the Welsh Government outlining their concerns to proposed changes in legislation relating to listed buildings. Second Quarterly report on the Council's performance in dealing with complaints under the Your Voice' complaints procedure was scrutinised. The Council's Corporate Risk Register was examined. As a result of the scrutiny of the Council's performance in delivering its Corporate Plan concerns were raised in relation to aspects of five of the corporate priorities.
16 th January 2014	<ul style="list-style-type: none"> Progress in delivering the Estyn Action Plan was scrutinised and additional information relating to specific matters were requested to be included in the next monitoring report The verified KS4 Examination Results were examined in detail Information relating to School Places throughout the County were scrutinised to examine the future sustainability of schools. As a consequence of examining Denbighshire's Performance on Fly Tipping Issues it was decided to support the County's rigorous enforcement procedures in dealing with fly-tipping incidents and to write to Natural Resources Wales to highlight the Committee's concerns on the quality and reliability of its 'Flycapture' data.

20 th February 2014	<ul style="list-style-type: none"> The Committee considered the findings of a review into the progress achieved to date in delivering the Modernising Education Programme, which is the work underway to refurbish and build new school buildings across the County. Members considered the Council's performance in dealing with complaints under the Your Voice complaints process and asked that work be undertaken to examine the nature of complaints and Council services' performance in responding to complaints received.
20 th March 2014	<ul style="list-style-type: none"> Detailed consideration was given to the alternative services that would be available to residents following the closure of the Community Development Agency. As a result of considering a report on the outcomes of councillor visits to the Council's In-house social care establishments the Committee decided to establish a Task and Finish Group to examine value for money options for delivering high quality care in the County. Progress made with rationalising the County's Agricultural Estate was examined and consequently the Committee decided that a clear long-term vision and strategy needed to be developed for the Estate.
1 st May 2014	<ul style="list-style-type: none"> As a consequence of scrutinising the Council's Corporate Health and Safety Annual Report concerns on the capacity of computer software to correctly categorise accidents were raised and escalated for urgent resolution. Members examined the Council's Corporate Risk Register and decided to look closer at the measures in place to mitigate the risk relating to Human Resources at a later meeting. With a view to ensuring continued improvements in the service provided the Housing Service's Improvement Plan was examined and commended.

In the coming months, the Performance Scrutiny Committee will also be looking at...

12 th June 2014	Agricultural Estate Strategy
17 th July 2014	Provision of CCTV and Out of Hours Service



Denbighshire has the cleanest streets in Wales, according to information issued by Keep Wales Tidy (March 2014)

Further information on the topics discussed by all three committees, including the agendas, reports and minutes for each committee meeting, can be found on the Council's website, under 'Your Council'/Meetings, minutes & agendas/Committees or by following the link below >>>

<https://moderngov.denbighshire.gov.uk/ieDocHome.aspx?bcr=1&LLL=0>

DRAFT

The Year Ahead

The Scrutiny Committees are looking forward to another busy 12 months, reviewing the Council's policies and performance and supporting improvements to service provision at a time when Council services face ever increasing financial pressures.

Some of the most prominent issues that scrutiny will be reviewing over the next year include a draft Caravan Sites Strategy for Denbighshire, the Findings of the Traffic and Parking Review in the County's Towns, and the Review of Local Authority Provided Adult Social Care Services. This will be in addition to the Committees' role in scrutinising, developing and monitoring service performance across the Council.

As mentioned earlier the Scrutiny Committees are also awaiting the findings of the Wales Audit Office's Scrutiny Improvement Study, which is expected to establish 'best practice' procedures and techniques for local government scrutiny across Wales.

The Council's Scrutiny Committees hope that developing public awareness and participation over the next 12 months will increase the effectiveness of Scrutiny in assisting with Denbighshire County Council's goal of being *an excellent council, close to the community*.



How can residents participate in Scrutiny?

Would you like scrutiny to look at a particular matter?

You can raise a matter for consideration by one of Denbighshire County Council's scrutiny committees by filling out the Scrutiny Request Form (overleaf). The Chairs and Vice-Chairs of the three scrutiny committees meet every 6 weeks to decide how to allocate the work of the scrutiny committees and will consider if any matter raised should be examined in detail by one of the committees, or if another course of action should be pursued. This can range from a referral to the service responsible, to full scrutiny of the matter by one of the scrutiny committees, or even the establishment of a specialist 'task and finish group' to investigate and report on a particular matter.

Would you like to attend a meeting of a scrutiny committee?

Denbighshire County Council's scrutiny committee meetings are generally open to the public, and residents of Denbighshire and the general public are encouraged to attend. A list of upcoming scrutiny committee meetings and the matters to be discussed are available on the 'Scrutiny' page of the Council's website.

If you wish to take part in the discussion on a particular matter you will require the permission of the Chair of the committee (further details below).

Occasionally some items being discussed by a committee will contain confidential information and cannot be discussed in the usual public forum. Any such items (referred to as 'Part Two (II)') will be clearly identified when the meeting papers are published, and the Chair of the committee meeting discussing a 'Part II' item will make it clear that the meeting should continue without the press and public in attendance in order to avoid divulging confidential information.

Would you like to speak to a committee on an item being discussed?

Members of the public are very welcome to attend scrutiny committee meetings but will require the permission of the Chair of the committee if they wish to speak or make representations at a committee meeting. If you wish to submit evidence to a committee, or address members on your experience in relation to a subject under discussion, please contact the Scrutiny Co-ordinator in advance of the meeting so that this can be arranged and any paperwork can be circulated to members of the committee.

Occasionally scrutiny committees may wish to 'co-opt' an individual with particular experience or expertise to become a temporary member of the committee or ask them to contribute to an inquiry as an expert witness.

Keeping up to speed with decisions made by Denbighshire's scrutiny committees

You can keep track of what is being discussed at each scrutiny committee meeting, as well as any other public Council meeting, by visiting the 'meetings' page of the Council's website. The latest 'work programme' for each of the scrutiny committees is available with the meeting papers for each meeting and the confirmed agenda for each meeting will usually be available 5 - 7 days before the meeting is due to take place.

The minutes of previous scrutiny meetings and a record of the decisions made are also available on the Council's website.

Further advice or information is available by contacting the Scrutiny Co-ordinator, Rhian Evans on rhian.evans@denbighshire.gov.uk (01824 712554) or the Democratic Services Officer, Karen Evans, on karen.a.evans@denbighshire.gov.uk (01824 712575) or e-mailing: dcc_admin@denbighshire.gov.uk.

SCRUTINY REQUEST FORM

Is there something you would like scrutiny to have a look at?

Please give a brief description of the topic you would like to be considered by one of the Scrutiny Committees and why you think it should be considered

Would you like to attend a meeting of a Scrutiny Committee?

YES/NO

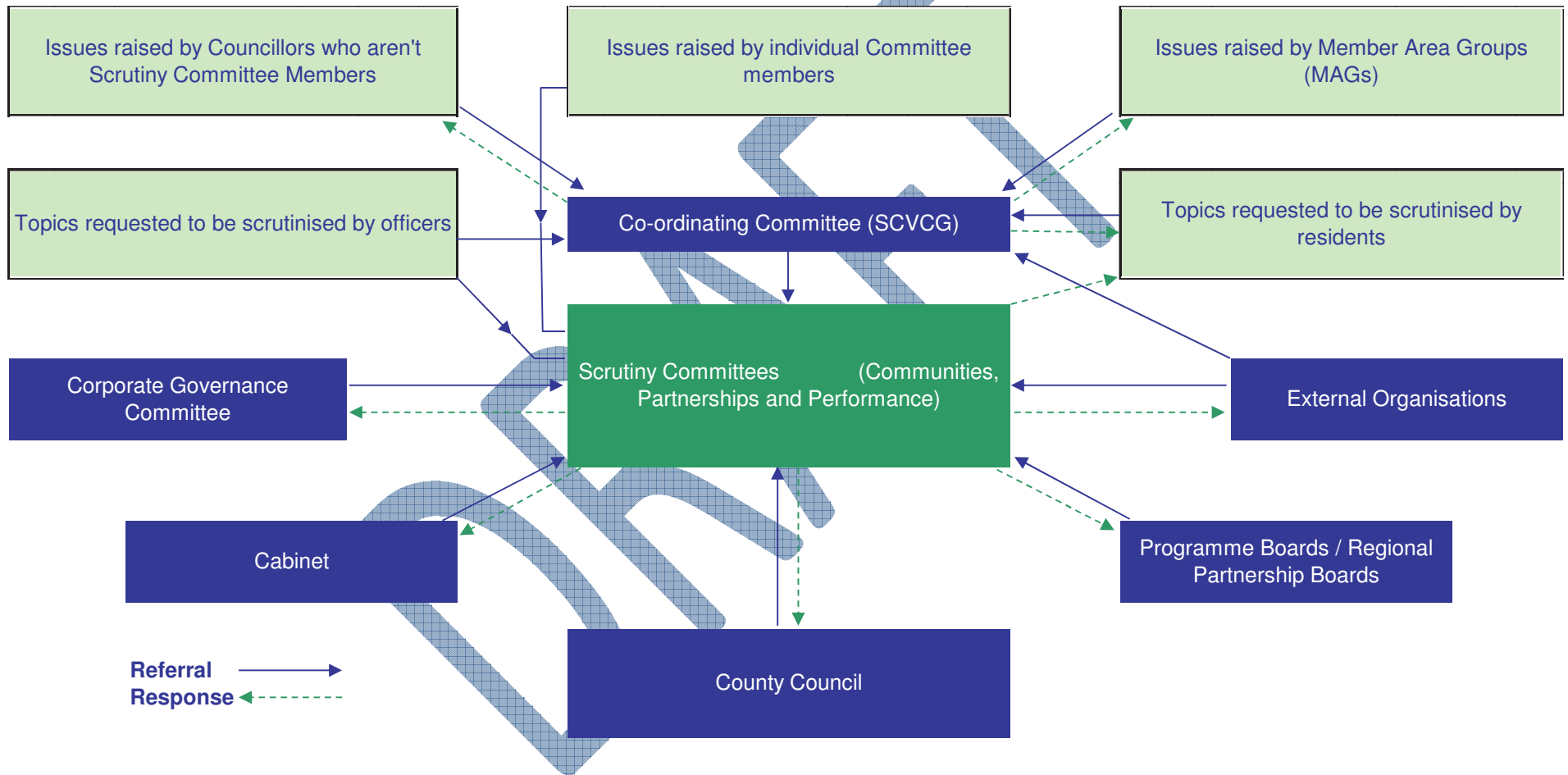
It would be useful if you could give us the following details so that we may respond to your request

Your name:
Address:

Postcode:
Email:
Telephone number:

PLEASE RETURN THIS FORM TO: SCRUTINY CO-ORDINATOR, LEGAL AND DEMOCRATIC SERVICES, COUNTY HALL, WYNNSTAY ROAD, RUTHIN LL15 1YN or e-mail it to dcc_admin@denbighshire.gov.uk

Scrutiny Referral and Interface Chart



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County Council Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Council Decision required (yes/no)	Author – Lead member and contact officer
10 June 2014	1	Committee Appointments and Political Balance	To consider changes to the committee memberships for the 2014 / 15 municipal year	Yes	Cllr Barbara Smith / Steve Price
	2	Local Government Pension Policy	To inform Members of the changes to the LGPS with effect from 01.04.2014 and for approval of Policy	Yes	Cllr Barbara Smith / Sophie Vaughan / Catrin Roberts
Council Briefing 23 June 2014	1	Member Training	To consider member training issues	N/A	Cllr Barbara Smith / Eleri Woolford
	2	Financial Inclusion Anti-Poverty (FIAP) Project	To inform all members of the project's aims and objectives	N/A	Cllr. Hugh Irving/Sarah Lamberton
	3	NE Wales Marketing Area for Tourism in Wales	A presentation covering the new tourism areas, Destination Denbighshire, and how we plan to set the tourism priorities with members.		Sian Owen
	4	Welfare Reform			Paul McGrady

County Council Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Council Decision required (yes/no)	Author – Lead member and contact officer
	5	Local Housing Strategy	To consider LHS prior to going to full council in September		Cllr Hugh Irving/ Peter McHugh /Sue Lewis
8 July 2014					
Council Briefing (Budget) 14 July 2014		Reserved for a session on the 2015/16 budget			Cllr Julian Thompson-Hill / Paul McGrady
9 September 2014	1	Capital Plan	To discuss previous years outturn and update of 5 months of current year	Yes	Cllr Julian Thompson-Hill / Paul McGrady / Richard Weigh
	2	Local Housing Strategy	To agree the Local Housing Strategy	Yes	Cllr Hugh Irving / Peter McHugh / Sue Lewis
Council Briefing 22 September	1	Modernising Social Services & Enhancing Wellbeing Programme for Vulnerable People & Groups	To consider a briefing	N/A	Cllr Bobby Feeley / Steph O'Donnell

County Council Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Council Decision required (yes/no)	Author – Lead member and contact officer
February 2015	1	Treasury Management Strategy Statement 2015/2016	To approve the TM Strategy Statement 2015/2016	Yes	Cllr Julian Thompson-Hill/ Paul McGrady / Richard Weigh

Note for officers – Full Council Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>April</i>	25 March	<i>May</i>	28 April	<i>June</i>	27 May

Updated 13/04/2014 – SP

Council Work Programme.doc

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