



To: Members of the Performance
Scrutiny Committee

Date: 6 December 2013

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 12 DECEMBER 2013** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING (Pages 5 - 14)

To receive the minutes of the Performance Scrutiny Committee held on Thursday, 24th October, 2013.

5 LISTED BUILDINGS AT RISK (Pages 15 - 40)

To consider a report by the Head of Planning and Public Protection (copy enclosed) on the condition of the listed building stock in the County.

9.35 a.m.

6 YOUR VOICE - QUARTER 2 REPORT 2013/2014 (Pages 41 - 46)

To consider a report by the Head of Customers and Education Support (copy enclosed) which provides an overview of the feedback received via Denbighshire's customer feedback policy 'Your Voice' during Q2 2013/14.

10.10 a.m.

Comfort Break

7 CORPORATE RISK REGISTER REVIEW (Pages 47 - 58)

To consider a report by the Head of Business, Planning and Performance (copy enclosed) on the formal revision to the Corporate Risk Register

10.55 a.m.

8 CORPORATE PLAN PERFORMANCE REPORT - QUARTER 2 2013/14
(Pages 59 - 96)

To consider a report by the Head of Business, Planning and Performance (copy enclosed) which provided an update on the delivery of the Corporate Plan 2012-17 at the end of Quarter 2 of 2013/14.

11.30 a.m.

9 SCRUTINY WORK PROGRAMME (Pages 97 - 116)

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

12.05 p.m.

10 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

12.15 p.m.

MEMBERSHIP

Councillors

Bill Cowie
Meirick Davies
Richard Davies
Colin Hughes
Geraint Lloyd-Williams

Peter Owen
Dewi Owens
Arwel Roberts
Gareth Sandilands
David Simmons

COPIES TO:

All Councillors for information
Press and Libraries
Town and Community Councils

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PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 24 October 2013 at 9.30 am.

PRESENT

Councillors Bill Cowie, Richard Davies, Geraint Lloyd-Williams, Peter Owen, Arwel Roberts, Gareth Sandilands and David Simmons (Chair)

Lead Member, councillor David Smith attended at the Committee's request.

Observers: Councillors Win Mullen-James and Huw Jones.

ALSO PRESENT

Corporate Director: Economic and Community Ambition (RM), Head of Planning and Public Protection (GB), Public Protection manager (EJ), CCTV Supervisor (GS), Head of Environment (SP), Audit Manager (BS), Section Manager: Network Management (TT), Development Control Manager (PM), Scrutiny Co-ordinator (RE) and Committee Administrator (SLW).

1 APOLOGIES

Apologies for absence were received from Councillors Meirick Davies, Colin Hughes and Dewi Owens

2 DECLARATION OF INTERESTS

No declarations of interest were raised.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters had been raised.

4 MINUTES OF THE LAST MEETING

The minutes of the Performance Scrutiny Committee held on 19 September, 2013 were submitted.

Councillor Bill Cowie expressed his concern at the fact that the Information Briefing papers were received so close to the meeting. He personally would prefer to receive the information as and when it was received rather than included in one document immediately before the meeting to allow time to digest all the information.

The Scrutiny Co-ordinator confirmed that, if it was the Committee's wish to receive the information intermittently as and when received, she could supply the information in that manner.

RESOLVED that the minutes of the meeting held on 19 September, 2013 be received and approved as a correct record.

5 CCTV IN DENBIGHSHIRE

The Lead Member for Public Realm, Councillor David Smith, presented a report (previously circulated) to consult with Members on a range of options for modernising, upgrading and improving the Council's CCTV and Out of Hours contact team.

Members had requested an update report on the progress that had been made with proposals to develop the Council's CCTV and Out of Hours Calls function, following the meeting in April 2013.

The Head of Planning and Public Protection introduced the CCTV Supervisor and the Public Protection Manager.

16 possible options were listed within the confidential appendix to the report.

The options were to ensure a CCTV service would continue to be delivered within a reduced budget. The CCTV service running costs in 2010/11 were £341k but by 2014/15 the budget would be reduced to £228k.

The feedback received from Members and also from Partners was that it was a good and valuable service, therefore, Denbighshire was attempting to deliver the service at either the same or even an improved level whilst making savings. There was an opportunity to enhance the CCTV service and to run the service on a business footing.

Currently, comprehensive CCTV services only existed in certain areas of the county with limited CCTV service available in other areas.

During the evenings and weekends, call centre calls were diverted to the Out of Hours Team in the CCTV control room as the operators had a dual role.

Within the options were a mix of ideas to enhance the service and to provide the service for towns who do not currently have CCTV. Included in the options were proposals to approach Town Councils to seek their agreement to contribute towards the provision of these facilities. Businesses were also to be approached with the business plan for Denbighshire to offer to set up CCTV on their premises which could generate funding for the Council, whilst offering protection to their business and premises. Sponsorship of cameras was also under consideration.

RESOLVED that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following items of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

PART II

Following much discussion, the following points were raised:

- The main users of the CCTV service were North Wales Police. The contribution from the Police to each Local Authority was £18k. This figure had been set some years previous. The Police were reluctant to enter into negotiations over the payment either regionally or at a local authority level regarding any increased contribution. One option would be that the police may be able to provide staff support to the CCTV such as Officers on “light duties” as a secondment.
- Recommendation that a possible three year business plan be drawn up involving internal audit to turn the service into a profit base.
- Under the Crime and Disorder Act 1998, the council had a duty to reduce crime and disorder in the area, but there was no statutory obligation to run a CCTV service.
- The issue of the staffing structure of the CCTV service was raised due to the fact that two members of staff had left voluntarily and had not been replaced. This had made a saving of approximately £50-60k. Therefore, due to the decline in staff, the 24 hour rota had been extremely difficult to keep running.
- Working in collaboration with Conwy County Borough Council had been one of the options within the appendix. There could be a future option of co-operating with Conwy and sharing resources during quiet times.
- Requesting a contribution from Town Councils brought further questions from Members. Rhuddlan Town Council Member stated that Rhuddlan Town Council would be unable to finance the CCTV scheme. Perhaps a smaller contribution would be acceptable. The cost would be approximately £250-£300 per camera per year. There would be negotiations and discussions with all Town Councils regarding the financial aspect of the service.
- The opportunity to project manage the updating and enhancement of CCTV cameras in some towns could be considered. The updated cameras would beam back images to the Rhyl Control Room, with a small annual fee charged for each camera.
- The CCTV control room ensured activity was recorded and kept for up to 30 days. The recordings were useful for a range of Council Services, the police and individuals in terms of providing clear evidence. As the CCTV service was often asked for video footage to support a prosecution or individual action, a charging regime could be introduced for providing the recorded information on disc or electronically.
- North Wales Police did not currently charge the Council rent for the use of the facilities within the Rhyl Police Station. Denbighshire did however pay for the electricity used.

It was:

RESOLVED that:

- *subject to the above comments on the contents of the report, the Committee support the proposed initiatives and agree the need for Officers to undertake a detailed business case analysis on each of the proposals; and*
- *that an update report on the progress attained in developing a business case be presented to the Committee in six months.*

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

6 TAXI LICENSING UPDATE

The Lead Member for Public Realm, Councillor David Smith, presented a report (previously circulated) to inform Members of the progress that had been made in reviewing the taxi licensing function including the implementation of improved, more robust procedures for the protection of the public, particularly the vulnerable within the communities.

A thorough review of licensing procedures took place and had approved by the Licensing Committee in June 2013. These procedures were now being implemented by officers.

In addition to the review of procedures, a complete review of taxi licensing policies was taking place. The revised policy was hoped to have been reported to the Licensing Committee in December 2013, however, the project had been more complex than initially envisaged and as such Licensing Committee would be asked in December to review when best to report on the revised policy.

Multi-agency working had been of great benefit. Denbighshire had been working with the North Wales Police, VOSA, and the Department of Work and Pensions with respect to taxi licensing enforcement matters.

Councillor Bill Cowie stated he had been a member of the Licensing Committee for the past 5 years and things had definitely improved. Committee members asked that their congratulations on the improvements achieved be conveyed to all staff involved with taxi licensing procedures and enforcement.

There was no longer extensive collaboration with Conwy Borough County Council but there was a level of co-operation, as indeed was the case with other bordering local authorities.

The taxi drivers' quality of driving was an issue which would be addressed. Every taxi driver had to take part in a "knowledge test". During review of the policy, a penalty point system was to be put in place to include driver conduct and attitude. Drivers had been before the Committee due to this issue. The taxi drivers were not currently tested on their driving skills. There had been an example recently when a taxi driver had to attend a driver awareness course following his attendance at Licensing Committee. The taking of a driving test of some description to assess the taxi drivers driving skills would be looked into and reported back to the Scrutiny Co-ordinator.

When new processes were reviewed, Internal Audit had been involved. Therefore, an audit review was in place. The result of the review would be reported to the Corporate Governance Committee in due course.

RESOLVED that subject to the above, the Committee note the contents of the report and the improvements achieved to date.

At this juncture (10.45 a.m.) there was a 15 minute break.

Meeting reconvened at 11.00 a.m.

7 DROPPED KERBS STRATEGY UPDATE

The Lead Member for Public Realm, Councillor David Smith, presented a report (previously circulated) to update Members on progress with the development of a Dropped Kerbs Strategy, the establishment of key routes in communities, and prioritised schedule of installations.

Due to a change in grant funding, the dropped kerb initiative had not been progressed as expected. However, plans were now afoot to try and restart the process of installing dropped kerbs in a strategic manner across the County. The first step in the process was to develop a policy and to understand what a key route was e.g. between centres of population and health or leisure facilities, between care facilities and bus routes, from day nurseries and local housing, etc.

The Project Plan had been developed with the Corporate Equalities Officer.

Denbighshire was looking to improve mobility across the county. A meeting was due to take place on 5 November 2013 between the Section Manager: Network Management (SM: NM) and stakeholders, for their views so the needs of all could be addressed in a focused and sustainable way. Following the meeting, the SM: NM would liaise with Councillor Bill Cowie with an update on the plan.

During development of new housing estates, the developer could be consulted to include more dropped kerbs within the development.

The average cost to the council of the installation of a dropped kerb was approximately £600. This figure included the installation plus the time taken to install the dropped kerb.

The overall budget would be allocated from within the existing Highways block allocation.

It was confirmed that once a strategy was in place then a gap analysis would be carried out.

Whilst the Disability Discrimination Act may apply to highways it had not really been challenged and there was always the risk that the county may have been asked to show its commitment to complying with the Act in this regard and, therefore, this approach would mitigate such potential action.

***RESOLVED** that, subject to the above and an audit being undertaken of dropped kerb requirements across the County, the Performance Scrutiny Committee note the progress made to date.*

8 PLANNING APPLICATIONS

The Lead Member for Public Realm, Councillor David Smith, presented a report (previously circulated) to identify emerging trends or pressures that would affect the delivery of the Council's corporate priorities in relation to ensuring access to good quality housing and developing the local economy.

The report had been requested by Members following the discussion on the Annual Performance Report at the Performance Scrutiny meeting in September 2013.

Comparison figures had been requested for 2011/12, 2012/13 and 2013/14 (to date) as they had felt clarification was required as to why Denbighshire was not performing in the top quartile in Wales in relation to the speed of determining householder applications within 8 weeks.

Officers explained that performance varied year on year, dependent on a number of variables such as staff resources, sickness, complexity of applications etc.

The Head of Planning and Public Protection clarified that planning applications were broken down into different categories. As well as the speed of dealing with the applications received, the quality of the decision being made was important. The speed of which a householder application was dealt with could be affected e.g. if it had to go to Planning Committee, or if a large commercial application was pending this could slow down the process for householder applications due to resources being diverted to deal with the large application.

Planning Officers worked with developers and agents within a forum which had been set up with a view of enhancing and streamlining the planning application process for all concerned.

Planning Officers checked through applications and if there was a need e.g. for an amended plan, rather than reject the application, the officer would contact the applicant for an amended plan to enable the application to be granted rather than reject and take time to re-apply. This process could take longer than the original 8 weeks but it would take less time than having to submit a new application. This could contribute to the issue of the time taken to complete applications. However, the general feeling was that this equated to a better quality service for all in the long run.

The 8 week time scale was statutory for benchmarking purposes in comparison with other local authorities.

Another side to planning was the public service of asking for an informal discussion prior to the submission of a planning application. Historically, informal discussions had taken place free of charge. Over recent years, charging schemes had been

introduced for pre-application advice. Occasionally, if pre-application advice had not been sought then applications received could require a lot of work. If pre-application advice had been obtained, the application could be dealt with in a speedier manner.

The free planning surgeries which were held every two weeks would continue.

Within the Developer and Agent Forum, the charging mechanism had been discussed and they were agreeable to pay for the council's services.

It was confirmed that people had the right to apply for retrospective planning permission. The charges for this were set by the Welsh Government and there was no penalty for a retrospective planning application. The Welsh Government was due to review this in the future.

The Planning Department did not have a policy or a requirement to be cost neutral. The Department had a budget and an income stream. Planning Service provided services over and above services of planning applications, e.g. the Local Development Plan (LDP) and Development Control function. It also had a crucial role to play in developing and delivering the Council's Economic Ambition priority and strategy.

RESOLVED that subject to above, the Performance Scrutiny Committee note the information contained within the report.

9 SCRUTINY WORK PROGRAMME

A report by the Scrutiny Co-ordinator was submitted (previously circulated) seeking Members' review of the Forward Work Programme (FWP):

- (i) CCTV Report update to be added to the 1 May 2014 FWP.
- (ii) Next meeting to take place on 12 December 2013. Councillors Hugh Irving and David Smith to be invited to attend at Lead Members. Councillor Barbara Smith to attend at her own discretion.
- (iii) 16 January 2014 meeting currently had two education items together with fly-tipping. Both Lead Members, Councillors Eryl Williams and David Smith to attend.

RESOLVED that subject to the above additions and agreements, the Forward Work Programme be approved.

10 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillor Richard Davies gave a brief summary of the Customer Services and Education Support Service Challenge he had attended. The following subjects had been discussed:

Education:

- All schools were required to be fit for purpose. There was a need to address the decline in numbers and work out how to reduce the number of surplus places, which currently stood at 21% above the WG target.
- New Faith School
- Mobile Classrooms
- Investment in senior schools
- Investment in special schools (particularly due to a risk identified with respect to future numbers at Ysgol Plas Brondyffryn following the recent investment at Ysgol y Gogarth)
- An action plan was in place for absenteeism and this was now improving
- Post 16 transport provision and payment towards it. Possibility this would go out to tender next year.

Customer Service:

- There was continued improvement
- CRM challenged and to be monitored during the next 12 months
- New website easier and clearer to use
- Proposed efficiency savings identified of circa £30K

Councillor Geraint Lloyd-Williams reported he had recently attended a meeting with the Head of Communication, Marketing and Leisure. The risks of arms-length companies were discussed. Councillor Lloyd-Williams enquired whether a report could be submitted to Scrutiny regarding the performance of these companies. The Corporate Director: Economic & Community Ambition confirmed she would take the matter to the Corporate Executive Team (CET) to discuss the arms-length companies' performance and what aspect should be looked at by scrutiny and when this should be examined. A full list of all arms-length companies would need to be drawn up.

Councillor Geraint Lloyd-Williams confirmed that the Council had been approached by a company that was interested in staging a half marathon in Rhyl. There was also a possibility of holding four major events throughout the whole county.

Councillor Gareth Sandilands had recently attended the Strategic Investment Group. Discussions included at that Group had included:

- Flying Start
- West Rhyl Housing Programme
- World War 2 trench being put in at Bodelwyddan Castle

Councillor Arwel Roberts had recently attended a meeting of the School Standards Monitoring Group (SSMG) and commented that the Lead Member and Head of Education were very thorough in their questioning and challenge of the school representatives in attendance. The schools in attendance were Ysgol Esgob Morgan, St. Asaph – this was a happy school and a good school - and Ysgol Gallt

Melyd –a very good school. The next meeting was to take place on 11 November 2013 and Rhos Street School and Ysgol Brynhyfryd School would be attending.

Councillor Huw Jones informed members that he had been in Rhyl on Wednesday 23 October in a meeting with 'Human Race' to discuss the Etape race. The company was keen to move things forward. Company representatives had been shown in Events Arena, Marine Lake and Pont y Ddraig and had shown a keen interest in arranging an event from Conwy to Prestatyn, possibly including running, cycling and BMX disciplines.

Councillor Bill Cowie expressed his concern, at this point, that the temporary classrooms were still a huge problem within the county.

The meeting concluded at 12.00 p.m.

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Report To: Performance Scrutiny Committee.

Date of Meeting: 12th December 2013

Lead Member / Officer: Lead Member for Public Realm/
Head of Planning and Public Protection

Title: Listed Buildings at Risk.

1. What is the report about.

1.1 This report is about the condition of the listed building stock within the County.

2. What is the reason for making this report.

2.1 This report was requested by Members to enable a clearer understanding of the extent of listed buildings at risk within Denbighshire and the implications to the Authority.

3. What are the recommendations.

3.1 This Members consider the information provided and comment accordingly.

4. Report Details.

4.1 Under the Planning (Listed Buildings and Conservation Areas) Act 1990 Welsh Government are responsible for compiling lists of buildings of architectural or historic interest. Once a building is placed on a list it is subject to provisions of the above Act and given extra protection from inappropriate alterations and demolition. Structures included in the list are varied type and size and range from milestones to country houses and castles.

4.2 Under the Act local authorities have responsibilities to protect listed buildings through the listed building consent process and through enforcement powers. Enforcement powers include an Urgent Works Notice where a building requires urgent work to save it from total loss and a Repairs Notice which is a precursor to the compulsory purchase of the building or structure. The enforcement powers carry an element of risk to the local authority with regards the costs of carrying out the urgent works in default or the costs associated with compulsory purchase and consequential responsibility of being the owner of a dilapidated building. Enforcement powers are therefore exercised with caution. The powers are discretionary; however in the circumstances where there are no other options and where the building might be close

to total loss then a decision not to use enforcement powers may be a threat to the reputation of the authority

- 4.3 Cadw completed a nationwide resurvey of buildings in Wales and produced a report in 2009. The report identified the numbers of buildings placed on the statutory list was over 30,000 nationally. These are the most up to date national figures at the moment. In Denbighshire the total is 1812.
- 4.4 Cadw recognised that many listed buildings were in poor condition but the extent of dilapidation was unknown. In order to improve our understanding of the listed building stock condition Cadw funded a building at risk survey for each local authority. In 2011 the Building at Risk surveys were carried out by a specialist surveyor and followed a standard methodology which took account of the condition of certain components of each building and whether the building was occupied. The result was a score out of 6 for each building with 1 for buildings in a very bad condition and 6 for buildings in good condition. Buildings are classed as at risk if they have a point score of 1 - 3.
- 4.5 While the figures in the Cadw report in 2009 and our own survey in 2011 are not strictly comparable they can give an indication of how Denbighshire compares to the national situation
- 4.6 On the basis of the 2011 survey the number of buildings in Denbighshire in the at risk category is 148 which is 8.16% of the total. This compares to the national figure in 2009 of 9.64. The number of buildings in Denbighshire in the worst at risk category with just one point is 35 which is 1.99% of the total compared to the 2009 national percentage of 1.73%. The building at risk survey needs to be treated with some caution in terms of accuracy. The surveyor only views the building from the outside and may only be able to view the building from outside the site boundary.
- 4.7 The table below summarises the number and percentage of properties at risk in Denbighshire

Buildings at Risk in DCC Risk Category 1-3	Buildings at Risk in DCC Risk Category 1
8.16%	1.99%
148 No	35 No

- 4.8 The table overleaf summarises the number and percentage of properties at risk nationally

Buildings at Risk Nationally Risk Category 1-3	Buildings at Risk Nationally Risk Category
9.64%	1.73%
2892 No	519 No

- 4.9 Many of the buildings in the worst category are buildings or structures which stand little or no chance of being a financial asset to the owners. Listed buildings like this such as limekilns, telephone call boxes, wells, tombs, monuments etc., are the most difficult to tackle if they are in poor condition. The owners are more likely to see these structures as a financial burden rather than an asset and therefore be reluctant to spend money on repairs resulting in dilapidation. Of the 35 structures with a point score of 1, 13 fall into this category. Enforcement action is likely to result in carrying out work in default and trying to recover the cost from the owner or compulsory purchasing the building/structure. Neither option is an attractive for a local authority.
- 4.10 Grants however are becoming increasingly scarce. The only major funding body with a growing grant budget is the Heritage Lottery Fund but they tend not to grant aid private individuals. In the past they have funded umbrella grant schemes such as the Townscape Heritage Initiatives in Denbigh and Rhyl managed by DCC. The Denbigh scheme funded 60 - 70 historic building repairs many of which were classed as at risk. Grants from Cadw are less likely due to their reduced budget. There may be opportunities for grants from less likely sources but these are often very specific in the objectives and not necessarily related to putting a listed building or structure in good order. Overall since 1996 DCC has been very successful in bringing in external funding for heritage based projects. It is difficult to be precise but it is in the region of between £30 - 40m.
- 4.11 With some listed buildings there are opportunities sometimes to add value by granting planning permission and listed building consent for a change of use. Consent to change a dilapidated farm building into a dwelling for example can turn a liability into an asset but of course the conversion has to be sensitively handled.
- 4.12 Another route is to grant planning permission for enabling development. Enabling development is intended to release capital to save a heritage asset such as the proposal for the former North Wales Hospital Denbigh. This can however be a very complicated process and is not suitable in most cases.
- 4.13 Working with an owner to try to help improve the condition of buildings at risk is by far the best way forward but in some cases the owner rather than the building is the problem.

4.14 With the scarcity of funds and the present economic climate officers have recognised the need to target available resources more effectively. Therefore a building at risk strategy is being drafted which looks at how limited resources can be used most effectively.

4.15 Appendix 1 sets out the category 1 Buildings at Risk in Denbighshire by communities

5. How does the decision contribute to corporate priorities?

The work on addressing listed buildings at risk contributes to the corporate priorities of clean and tidy streets, developing the local economy

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

This report has no cost implications and will not affect other services

7. Equalities

Not applicable for the purpose of this report.

8. Consultations

There has been no consultation carried out in order to compile this report

9. Chief Financial Officer Statement

Intervention by the council would be on a case by case basis and any financial implications would also be assessed on an individual basis.

10. What risks?

The risks are set out in the body of the report. There are financial and resource implications with tackling buildings at risk but these are managed on a case by case basis. Should there be exceptional cases, such as Denbigh Hospital, the risks are mitigated as far as possible and the projects are subject to formal approval and authorisation. The reputational risk associated with not taking action is also a significant consideration.

11. Power to make the decision

Article 6.3.2(c) stipulates Scrutiny's powers to consider any matter affecting the area or its inhabitants

Contact Officer:

Housing Renewal Building Control & Conservation Manager
Tel: 01824 706802

Listed Buildings at Risk - report for Scrutiny November 2013

Corwen

1 - AT RISK

1

15525

II

COMMERCE HOUSE, STRYD Y BONT (BRIDGE STREET) (S SI



Page 19

D

Listed Buildings at Risk - report for Scrutiny November 2013

Cwm

1 - AT RISK

1

26094

II

Smithy and Shelter at Pwllhalog Farm

Pwllhalog



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D

Listed Buildings at Risk - report for Scrutiny November 2013

Denbigh

1 - AT RISK

2

23635

II Former Slaughterhouse to the rear of No.92 (J.H Jones, Butchers)

Denbigh - Town



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Listed Buildings at Risk - report for Scrutiny November 2013

Denbigh

1 - AT RISK

2

23578

II

Melting Shed at Gwasg Gee

Denbigh - Town



**NO PHOTOGRAPH TAKEN
DURING 2011 BAR SURVEY**

No photograph was taken of this building during the survey due to there being no public viewpoint of the building or due to the owner of the building not having given permission for a photograph to be taken from private land.

Listed Buildings at Risk - report for Scrutiny November 2013

Efenechtyd

1 - AT RISK

1

21225

II*

Primary House at Pwll Callod

Pwll Callod



Listed Buildings at Risk - report for Scrutiny November 2013

Henllan

1 - AT RISK

2

1055

I

Foxhall Newydd

Henllan



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D

Listed Buildings at Risk - report for Scrutiny November 2013

Henllan

1 - AT RISK

2

1056

II

Dovecote at Foxhall Newydd including adjoining Walls

Henllan



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Listed Buildings at Risk - report for Scrutiny November 2013

Llanarmon yn Ial

1 - AT RISK

4

19913

II

Barn and Stable Range at Bryn Ffynnon

Graianrhyd



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Listed Buildings at Risk - report for Scrutiny November 2013

Llanarmon yn Ial

1 - AT RISK

4

1301 II Engine House at the former Nant Lead-mine Nant



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D

Listed Buildings at Risk - report for Scrutiny November 2013

Llanarmon yn Ial

1 - AT RISK

4

19912

II

Cartshed Range at Bryn Ffynnon

Graianrhyd

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D

Listed Buildings at Risk - report for Scrutiny November 2013

Llanarmon yn Ial

1 - AT RISK

4

19911

II

Bryn Ffynnon

Graianrhyd

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D

Listed Buildings at Risk - report for Scrutiny November 2013

Llanfair Dyffryn Clwyd

1 - AT RISK

2

781

II

Llwyn-ynn Hall

Llanfair Dyffryn Clwyd



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D

Listed Buildings at Risk - report for Scrutiny November 2013

Llanfair Dyffryn Clwyd

1 - AT RISK

2

16598

II

Bryn Ucha

Pentre Coch



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D

Listed Buildings at Risk - report for Scrutiny November 2013

Llanrhaeadr yng Nghinmeirch

1 - AT RISK

2

22699

II

Nant-y-Frith

Prion



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D

Listed Buildings at Risk - report for Scrutiny November 2013

Llanrhaeadr yng Nghinmeirch

1 - AT RISK

2

22700

II

Barn Range at Nant-y-Ffrith

Prion



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Listed Buildings at Risk - report for Scrutiny November 2013

Nantglyn

1 - AT RISK

2

20987

II

Agricultural Range immediately S of Glasmor

Nantglyn



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Listed Buildings at Risk - report for Scrutiny November 2013

Nantglyn

1 - AT RISK

2

20989

II

Barn Range to the W of Glasmor

Nantglyn



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D

Listed Buildings at Risk - report for Scrutiny November 2013

Prestatyn

1 - AT RISK

1

25752

II

Goods Shed

Meliden



Page 36

D

Listed Buildings at Risk - report for Scrutiny November 2013

Rhuddlan

1 - AT RISK

2

14991

II

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Listed Buildings at Risk - report for Scrutiny November 2013

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Listed Buildings at Risk - report for Scrutiny November 2013

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Listed Buildings at Risk - report for Scrutiny November 2013

GRAND TOTAL = 21

Report to:	Performance Scrutiny Committee
Date of Meeting:	12th December 2013
Lead Member/Officer:	Lead Member for Customers and Communities/ Head of Customers and Education Support
Report Author:	Corporate Complaints Officer
Title:	Your Voice – Q2 report 2013/14

1. What is the report about?

The report provides an overview of the feedback received via Denbighshire County Council's customer feedback policy 'Your Voice' during Q2 2013/14.

2. What is the reason for making this report?

To provide the Committee with information regarding any performance issues and to make recommendations to address these accordingly.

3. What are the Recommendations?

That the Committee note and comment on the performance of services.

4. Report details

Headlines for Q2 (please see appendices for further detail).

- The council received 149 complaints.
- More than a quarter (26%) of complaints concerned Planning and Public Protection. This is an increase of 488% compared to Q1. Almost half of these complaints (44%) concerned Community Safety Enforcement.
- The council received 261 compliments during Q2, a 264% increase on Q1.
- Adult and Business Services received the most compliments – 97 (37%).

Performance

- 97% of complaints were responded to within the 'Your Voice' timescales. This matches Q1 performance and exceeds the corporate target of 95%.
- Every stage 2 and stage 3 complaint was responded to within the 'Your Voice' timescales, an improvement on Q1.

- 87% of complaints were successfully dealt with at stage 1, an improvement on Q1 (86%).
- 2 service areas are highlighted as having ORANGE status; Finance and Assets and Highways and Infrastructure.
- ICT is highlighted as having RED status.

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

The Your Voice scheme directly contributes to the corporate aim of:
An excellent council, close to the community.

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

All costs relating to customer feedback are absorbed within existing budgets.

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

Not applicable.

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

Monthly reporting to the Senior Leadership Team. Annual reporting to Corporate Governance Committee.

9. Chief Finance Officer Statement

Not applicable.

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

By not dealing with complaints effectively, the reputation of the Council may suffer.

11. Power to make the Decision

This paper contains information to enable the Committee to perform its scrutiny role with respect to the performance of Council Services as per Article 6.3.4(b) of the Constitution.

Contact Officer:

Corporate Complaints Officer
01824 706169

Your Voice information

A1 Your Voice reporting periods

A1.1 The following periods are used for reporting data:

Quarter 1: 1-Apr to 30-Jun

Quarter 2: 1-Jul to 30-Sep

Quarter 3: 1-Oct to 31-Dec

Quarter 4: 1-Jan to 31-Mar

A2 Complaint response timescales

A2.1 The Your Voice policy states that the following timescales should be adhered to when responding to complaints:

Stage 1: **10** working days

Stage 2: **25** working days

Stage 3: **15** working days

A2.2 In October 2013, the authority adopted the Welsh Government's 'Model Concerns and Complaints Policy' (as recommended by the Public Services Ombudsman for Wales). Key amendments include:

- adoption of a two stage process; and
- adjustments to response timescales
 - Stage 1: **10** working days
 - Stage 2: **20** working days

A3 Your Voice performance measures

A3.1 A traffic light system will be used to highlight performance in relation to response timescales to complaints. Performance is rated according to:

Red	Less than 80% of complaints responded to within timescale
Orange	when more than 80% but less than 90% of complaints responded to within timescale
Yellow	when more than 90% but less than 95% of complaints responded to within timescale
Green	more than 95% of complaints responded to within timescale

A3.2 To assist with identifying whether a service area's performance has changed from the previous period(s), the following key has been developed:

Symbol	Indication
▲	Improvement in performance
▼	Decline in performance
◀	No change in performance
–	No data for period for comparison

Appendix 2

Table 1: Overall complaint response times for Q2

Service Area	Quarter 1 (13/14)				Quarter 2 (13/14)				
	Recd	Within	%	Status	Recd	Within	%	Status	
Business Planning and Performance	0	0	n/a	-	5	5	100%	-	G
Legal and Democratic Services	2	2	100%	G	1	1	100%	◀	G
Customers and Education Support	8	8	100%	G	8	8	100%	◀	G
Environment	38	36	95%	G	34	34	100%	▲	G
Finance and Assets	10	10	100%	G	7	6	86%	▼	O
Housing and Community Development	17	16	94%	Y	21	21	100%	▲	G
Planning and Public Protection	8	8	100%	G	39	38	97%	▼	G
Highways and Infrastructure	22	21	95%	G	19	17	89%	▼	O
Communication, Marketing and Leisure	10	10	100%	G	11	11	100%	◀	G
Education	2	2	100%	G	1	1	100%	◀	G
Other	0	0	n/d	-	3	2	67%	-	R
Total	117	113	97%	G	149	144	97%	◀	G

Table 2: Corporate response times according to each complaint stage for Q2

Q2	Count	Within	%
Stage 1	136	131	96%
Stage 2	10	10	100%
Stage 3	3	3	100%
PSOW	0	0	-
Total	149	144	97%

Table 3: Social Services complaints data

OPEN and CLOSED Complaints SUMMARY

Month	Adult & Business Services					Corporate - Adults					% within time, where ended	Children & Family Services					Corporate - Children					% within time, where ended
	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn		No Complaints	No within time	Beyond	Still open	Ended eg withdrawn	No Complaints	No within time	Beyond	Still open	Ended eg withdrawn	
April	3	3				0					100%	4	2			2	0	0				100%
May	4	4				0					100%	3	2	1			0	0				67%
June	4	4				0					100%	6	6				1	1				100%
July	5	5				0					100%	9	8			1	1	1				100%
August	5	4			1	0					100%	2	1	1			0					50%
September	4	4				0					100%	5	4			1	0					100%
October																						
November																						
December																						
January																						
February																						
March																						
Total	25	24	0	0	1	0	0	0	0	0	100%	29	23	2	0	4	2	2	0	0	0	93%

In line with legislation, social services and school complaints are dealt with under separate processes. We do not have access to school complaints data but this is currently under review.

Table 4: Compliments received for Q2

Service Area	No	%
Social Services Adults	97	37%
Social Services Children	28	11%
Business Planning and Performance	3	1%
Legal and Democratic Services	0	0%
Customers and Education Support	24	9%
Environment	57	22%
Finance and Assets	0	0%
Housing Services	11	4%
Planning and Public Protection	11	4%
Highways and Infrastructure	5	2%
Communications, Marketing and Leisure	25	10%
TOTAL	261	

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Report to: Performance Scrutiny Committee

Date of Meeting: 12 December 2013

Lead Member / Officer: Lead Member for Modernisation & Performance
Head of Business Planning & Performance

Report Author: Corporate Improvement Officer

Title: Corporate Risk Register Review, November 2013

1. What is the report about?

1.1 The November 2013 formal revision to the Corporate Risk Register.

2. What is the reason for making this report?

2.1 To present Performance Scrutiny with the latest version of the Corporate Risk Register, as agreed at Cabinet Briefing.

2.2 Note, formerly this report went only to CET, but including Members in its development and management is prudent. It was considered that the most effective way to do this was to involve Lead Members at Cabinet Briefing.

3. What are the recommendations?

3.1 That Performance Scrutiny notes the deletions, additions and amendments to the Corporate Risk Register, and has the opportunity to comment.

4. Report details

4.1 The main issues to note for the Corporate Risk Register are listed below:

- i) Revision to DCC001, '*The risk of a serious safeguarding error where the council has responsibility*'. There are further mitigating actions relating to the process for establishing the Corporate Safeguarding Committee. The inherent and residual risks scores remain identical at the moment – until the committee is established, the likelihood is unchanged.
- ii) No revision to DCC004: '*The risk that the HR framework doesn't support the organisation's aims*'. The inherent and residual risks scores remain identical. Although the plan is progressing and a platform for improvement is being laid out, until the new processes are embedded the risk level remains the same.
- iii) Revision to DCC006: '*The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income*'. In the Risk Description column we'd originally referred to having a two-year indicative settlement, but this may no longer be the case. The inherent score has increased from C2 to A1, given the Welsh Government's reduced settlement for local authorities. The residual risk score has increased from C2 to C1, as the impact's value is greater than £5 million.

- iv) Revision to DCC007: *'The risk that critical or confidential information is lost or disclosed'*. Two of the mitigating actions have been complete, and another two are on the verge of completion. We'd expect these actions to reduce the Residual Risk score in the near future, but as the new initiatives are yet to be embedded the score hasn't changed yet.
- v) Revision to DCC011: *'The risk of a severe weather, contamination, or public health event'*. Two mitigating actions have been completed, and another one added regarding the new Emergency Planning arrangements ('SLT to be trained in tactical and emergency response'). The inherent and residual risks scores remain identical at the moment because platforms for improvement are laid but still need embedding.
- vi) Revision to DCC012: *'The risk of a significantly negative report(s) from external regulators'*. The external regulators have been listed in the Impact/Consequence column, and the Residual Risk score has been increased from a D4 to a D3. The probability hasn't been affected; just the impact – it was felt that the '4' rating was not realistic.
- vii) Revision to DCC013: *'The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations'*. A new mitigating ('Presenting options to Cabinet Briefing for recommendation covering the whole coastal strip') is noted here.
- viii) Revision to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*. Two mitigating actions are now complete, which has meant that we have embedded a Mitigating Action into business-as-usual ('Fire management system controls). This hasn't impacted on the residual risk score because the likelihood (which is the area we can affect) was already scored very low at E2, but we'd hope that our actions have further reduced the likelihood in real terms.
- ix) Removal of DCC015: *'The risk that the collaborations that Denbighshire participates in don't deliver their forecast benefits and/or have an adverse impact in terms of finance and/or quality of service'*. It was considered that this risk could now be removed, as any major collaborations we were involved in are now embedded, and their performance and risks will be managed at service level. There are no new major collaborations on the horizon.
- x) Revision to DCC016: *'The risk that the impact of welfare reforms is more significant than anticipated by the council'*. A mitigating action to strengthen the governance of the Group has been put in place: the inclusion of the Chair of Corporate Governance on the Group.
- xi) Revision to DCC017: Risk now worded, *'The risk that the ICT framework does not meet the organisation's needs'*. This originally read, *'The risk that the ICT framework does not meet the organisation's needs, and that the technology we invest in does not deliver the intended benefits for the Modernisation programme'*. This risk originally covered two facets: 1) the IT framework, and 2) programme benefits delivery. The second element can be incorporated into DCC018, which will better enable us to risk-assess each facet. One mitigating action has been complete, and a further two have been added: a hardware upgrade to be completed by March 2014, and migration to MS Enterprise. Presently the Residual Risk score remains unchanged. Plans that should help reduce this are in place, but delivery is still required.

- xii) Revision to DCC018: *'The risk that change/modernisation programme and project benefits are not fully realised'* – adding the programme element. This originally read: *'The risk that change/modernisation project benefits are not fully realised'*. The Residual Risk score remains the same, despite the mitigating actions that we have in place. This is because change management remains a challenge (i.e. filtering corporate initiatives through to services). Until we've an evidenced track record of delivering our projected benefits, this likelihood will remain the same.
- xiii) Revision to DCC019: *'The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme'*. A note has been added that a recent independent gateway review was positive, and a Strategic Outline Case for Rhyl High was approved.
- xiv) Revision to DCC020: *'The risk that the review by The Commission on Public Service Governance and Delivery negatively affects Denbighshire'*. The mitigating action that was identified last time is now complete. There is no change to the Residual Risk score (which is identical to the Inherent Risk score) as we must wait for the Commission's findings.
- xv) Revision to DCC021: *'The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC'*. BCU leadership has changed since first articulating this risk, but we continue to be at a stalemate. In terms of the further mitigating action, the board is operating, but is only currently useful as an avenue to secure information and lobby. Projects can't get started and we're experiencing inordinate delays. The Residual Risk score has therefore increased from a B3 to a B2.

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

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

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

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

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

- 7.1 This Corporate Risk Register documents identified risks, and current and proposed mitigating actions. The process of developing and reviewing the document itself does not impact adversely on any people with protected characteristics. However, any new process, strategy or policy arising as a result of a mitigating action should be equality impact assessed at service delivery level.

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

8.1 The Corporate Risk Register has been developed by, and is owned by, the Corporate Executive Team. The process for review is as follows:

- All service risk registers are reviewed by services (according to the corporate risk management methodology) prior to each Corporate review.
- The Corporate Improvement Team analyse service risk registers to identify risks of corporate significance or any themes emerging across services.
- Updates on current corporate risks are collected from risk owners, and updates on mitigation actions are collected from action owners.
- Individual meetings are held with the Chief Executive and each Corporate Director, to discuss the risks for which they are lead. Consideration is given to whether the risk remains, whether the scores are accurate, and whether any new risks under their jurisdiction need to be included.
- A risk workshop is held at Cabinet Briefing to review existing risks; discuss progress on agreed mitigation actions; discuss and agree new corporate risks; review and update residual risk scores; update existing controls (in light of completed actions); and agree any new actions to mitigate risks.

9. Chief Finance Officer Statement

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

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

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

11. Power to make the Decision

11.1 Local Government Act 2000.

11.2 Article 6 of the Council's Constitution

Contact Officer:

Corporate Improvement Officer

Tel: 07810 055413

Denbighshire County Council

Register Owner: Corporate Executive Team

[LINK TO POLICY STATEMENT](#)

Updated: 12.12.2013

[LINK TO RISK GUIDANCE](#)

Risk Description	Owner	Impact / Consequence	Inherent Risk	Controls to Manage Risk (in place)	Residual Risk	Further Actions	Action Owner	Action Date
<p>DCC001</p> <p><i>Professional / Managerial</i></p> <p>The risk of a serious safeguarding error where the council has responsibility. This risk is increasing as the environment is changing, with growing expectations around duties in relation to 3rd party provision. CRB criteria also changing which may increase the risk. The 'at risk' group is not limited to children here; adults are vulnerable too.</p>	<p>Sally Ellis</p> <p><u>Lead Member(s):</u> Cllr Bobby Feeley</p>	<p>Significant reputational loss. Possible intervention by Welsh Government. Legal/compensation costs.</p>	B2	<p>Child protection & Safeguarding Procedures. Regular training of staff in Children & Family Services. Corporate Safeguarding Training Programme. Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse. Framework of self-assessment for schools in relation to safeguarding has been established. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding. Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place. Compliance with safeguarding practises is part of the annual HR audit of schools. '% of staff (school and non-school) requiring a CRB check and/or references that have them in place' is built into HR's service plan.</p>	C2	<p>Safeguarding is an issue corporately for Denbighshire and also where we have indirect responsibility (e.g Arms Length Companies). To manage this, a proposal is in development to establish a Corporate Safeguarding Committee. This proposal was agreed by Cabinet, and is going to Council for approval. Children's services will provide support for the panel, and SLT are to nominate a safeguarding committee manager for each service</p>	Sally Ellis	01-Mar-14
<p>DCC004</p> <p><i>Professional / Managerial</i></p> <p>The risk that the HR framework doesn't support the organisation's aims. The policies and procedures we have in place need to reflect current organisational strategy (e.g. flexible working), and HR need to offer support for those functions where the organisation requires it (e.g. restructures)</p>	<p>Rebecca Maxwell</p> <p><u>Lead Member(s):</u> Cllr Barbara Smith</p>	<p>The council is unable to deliver the associated savings incorporated into the MTFP through the Modernisation priority if our policies don't support proposed strategy. Organisational functions such as restructures might be slow to progress or even violate employment law if our managers are not effectively supported</p>	B2	<p>There's a CRM in place in HR Direct to enhance efficiency and provide improved management information to identify areas of common enquiry. Workforce Planning is now embedded and the service is happy with its development. HR Improvement Plan in place and resources allocated. Plan lasts until December, and actions are tracked in Verto</p>	B2	<p>Improvement Plan being worked on</p> <p>No further action identified</p>	Linda Atkin	31-Dec-13
							N/A	N/A

DCC006								
<i>Economic & Financial</i>	Mohammed Mehmet	The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.		The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high.		Plans to integrate financial planning with service and performance planning are underway, for implementation in the autumn 2013	Paul McGrady	01-Oct-13
The risk that the economic and financial environment worsens beyond current expectations, leading to additional pressure on services and reduced income. The forthcoming settlement is lower than originally anticipated, and may only be relevant for 1 year, affecting our ability to effectively plan for the medium term	<u>Lead Member(s):</u> Cllr Julian Thompson-Hill		A1	Annual, detailed budget setting process that considers economic environment The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment, and is considered on a quarterly basis. Budget-setting process and Modernistaion Board's activities raise awareness of implications of significantly reduced income due to the economic environment. Quarterly financial planning meetings between services and management accountants are in place Service's budgets are scrutinised by the Lead Member for Finance and the Head of Service during budget-setting talks	C1			
						No further action identified	N/A	N/A
DCC007								
<i>Legislative / Regulatory</i>	Hywyn Williams	Reputational damage. Criticism from external regulators (e.g. WAO conducting a review of information management across Welsh Authorities in 2012). Fines from the Information Commissioner's Office (precedent of fines of up to £130k for single breach of Data Protection Act).		Our controls are particularly strong on the technical (i.e. electronic side), and work has been undertaken to improve the position with paper. The council is moving from GCSX to PSN accreditation. Mobile racking installed in the corporate stores, and archiving backlog dealt with. Retention schedules and file plans will be incorporated into all EDRMS implementations. Staff workshops delivered on good archiving practices. Printer process now supports staff to collect printing when visiting the printer. Addresses are double-checked by a second member of staff when sending out sensitive information		Three year EDRMS programme plan in place (to move essential paper records to electronic format), and delivery confidence will be reported here (via Verto)	Alan Smith	30-Sep-13
The risk that critical or confidential information is lost or disclosed.	<u>Lead Member(s):</u> Cllr Barbara Smith		B3		C3	Retention schedule will be published on the intranet by the end of November	Alan Smith	30-Nov-13
						Use MMC as a vehicle for raising awareness of Information Management and security issues	Alan Smith	30-Sep-13
						Confirm whether the 'address checking policy' is necessary in any other services	Alan Smith	31-Jul-13

DCC011	Rebecca Maxwell	Significant disruption to core services. Serious injury or fatality due to road network closure, poisoning or infection. Reputational risk to the council if unable to deal with issues.	D2	The control environment in this area is the joint Emergency Planning Unit (Denbighshire & Flintshire). We also continually review our procedures for winter highways maintenance (e.g. this was the subject of a report to Communities Scrutiny Committee in October 2012, and we recently reviewed our emergency call-out rota system). Secondary rota established and operational. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response, Recovery, and Information	D2	Training for SLT in tactical and strategic emergency response to be delivered	Rebecca Maxwell	30-Jun-14
<i>Environmental</i>	<u>Lead Member(s):</u> Cllr David Smith							
The risk of a severe weather, contamination, or public health event. Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics.								
DCC012	Hywyn Williams	Reputational damage. Potential intervention by the WG. Significant resources may be required to be diverted to deliver immediate and substantial change. Regulation we're subject to includes: CSSIW (Care and Social Services Inspectorate Wales); WAO office; Estyn; HSE (Health & Safety Executive); ICO (Information Commissioner's Office)	C2	The corporate performance management framework (PMF) is the main control in this area. New system of "excellence thresholds" and "interventions" now used which is more robust than traditional target setting. Training on PMF has been delivered to Members, with a specific sessions for Cabinet and Performance Scrutiny. Head of Business Planning & Performance and Corporate Improvement Team's Manager meet monthly with Wales Audit Office to understand and respond to their concerns. Steps to incorporate self assessments into council self assessment through Service Performance Challenges.	D3	Annual governance statement and corporate self assessment to be integrated into a single annual self assessment.	Alan Smith	31-Mar-14
<i>Legislative / Regulatory</i>	<u>Lead Member(s):</u> Cllr Hugh Evans							
The risk of a significantly negative report(s) from external regulators.								
DCC013	Hywyn Williams	Capital liabilities. Property Liabilities. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery. Reputation damage to the council.	B2	Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities. Heads of Service advise DCC on any emerging issues and risks. Financial support and/or subsidies being provided. Processes are in place to manage relationships between DCC and Arm's Length organisations.	B3	Options and recommendations covering the whole coastal strip are being presented for approval to Cabinet Briefing and Member Area Groups	Jamie Groves	31-Oct-13
<i>Partnership / Contractual</i>	<u>Lead Member(s):</u> Cllr Huw Jones							
The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations. Liabilities could arise due to financial, HR, safeguarding, or general management problems						Final presentation to Cabinet	Jamie Groves	30-Nov-13

DCC014	Hywyn Williams	Serious injury or death of an employee and/or member of public. Significant reputational damage Substantial legal/compensation costs. Criminal prosecution of senior staff.	C2	E2	Steve Parker	31-Dec-13
<p><i>Physical Hazards and H&S</i></p> <p>The risk of a health & safety incident resulting in serious injury or the loss of life. This could be as a result of an ineffective H&S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning.</p>	<p><u>Lead Member(s):</u></p> <p>Cllr Julian Thompson Hill</p>		<p>New H&S Committee established with representation from each service, plus meetings established with groups of services. Strategic leadership provided by Corporate Director with responsibility for health and safety. Improved efficiency through on-line & phone line incident reporting. Council has existing Health and Safety Management System(s)- All DCC teams to identify their activities, consider the hazards associated with the work, describe how the risks are managed and then analyse any gaps in how they are managing the risks. These self analyses are now being monitored by the CH&S team who are going out into the workplaces and providing support, guidance and feedback where it is needed. The H&S training program focuses on in-house provision that is targeted at DCC activities. Strong Leadership process developed and in place across the organisation. Links developed with Property Services to manage property-related fire risks Middle managers have developed robust fire management system controls</p>	<p>In-house training and face-to-face discussions between managers, staff and CH&S to deliver cultural change, including ensuring that roles, responsibilities & systems in relation to H&S management are understood by all managers / supervisors.</p> <p>Provide guidance and assistance to managers responsible for developing fire management systems (e.g. building managers)</p>	Steve Parker	31-Dec-13
<p>DCC016</p> <p><i>Economic & Financial</i></p> <p>The risk that the impact of welfare reforms is more significant than anticipated by the council. Welfare reform has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income. The actual impact is difficult to predict.</p>	<p>Mohammed Mehmet</p> <p><u>Lead Member(s):</u></p> <p>Cllr Hugh Irving</p>	<p>Potential increase in demand for services: e.g. homelessness and homelessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority. Increased recovery action and administrative costs. Increase in tenants' rents. Also an impact to Social Services due to Disability Living Allowance changes. This could also impact on our ability to deliver our Corporate Priorities</p>	B2	B3	Paul McGrady	30-Nov-13

DCC017	Sally Ellis	If we decide to invest in technology that does not sufficiently contribute to our Modernisation agenda, not only are we likely to miss our targets, but we're also going to waste money.	B2	ICT Strategy (developed in conjunction with SLT) agreed. ICT Business Partners work with services to forecast their ICT needs. All decisions for investment taken at Capital Investment Strategy group. ICT Strategy offers a mechanism for estimating net savings that investments can make. Communication of the 'Run, Grow and Transform' theory helps the organisation to understand how projects might benefit the organisation. The Programme Office has introduced a Stage Review Group that offers some quality assurance for business cases, prior to their being passed on for approval. Phase 2 of the ICT Strategy approved by SLT No projects associated with the Modernisation programme will be approved without a business case. IT Steering Group established to meet quarterly Although approved in principle, as projects with the ICT Strategy Phase 2 become timely, a business case will be required.	C2	Arrange a peer review for ICT	Cara Williams	31/11 2013
<i>Technological</i>	<u>Lead Member(s):</u> Cllr Barbara Smith					Hardware upgrade funded and to be delivered. Migration to MS Enterprise approved.	Cara Williams	31-Mar-14
The risk that the ICT framework does not meet the organisation's needs. If we do not invest in appropriate technology at the right price, this will hinder our capability to deliver the efficiencies and savings required for the Modernisation priority. The main risk here is around the organisation taking decisions to invest in IT infrastructure that is not effective in reducing overheads. This can happen for two reasons: 1) we don't understand the current and necessary ICT requirements, and 2) we don't accurately predict the anticipated benefits. This risk might also occur as a missed opportunity to capitalise on effective technology, if we unaware of the capability that some technology can bring.								
DCC018	Sally Ellis	The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits	B2	Corporate Programme Office established. HR resource identified to support restructures. Business Partners involved in workforce planning have identified a need for Change management training, and resource has been identified to support this. Programme Manager in place for the Modernisation priority (to co-ordinate projects). Establishment of a Modernisation Board, which can track projects and their benefits. Introduction of Verto to record benefit tracking. Change toolkits, together with factsheets, are on the intranet to support managers. Business Partners are now allocated to every major change to ensure consistency.	C2	Develop a rollout plan for office accommodation programme.	Paul McGrady	N/A
<i>Professional / Managerial</i>	<u>Lead Member(s):</u> Cllr Barbara Smith							
The risk that change/modernisation programme and project benefits are not fully realised. The council currently does consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour and processes not changing as planned.								

DCC019	Hywyn Williams	Delays in delivering the 21st Century Schools Programme.		Regular liaison with WG and Strategic Investment Group to review progress of individual projects and the overall financial management of the longterm programme to identify potential risks in funding profiles.		No further action identified	N/A	N/A
Economic & Financial	<u>Lead Member(s):</u>							
The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme. Projects within the 21st Century Schools Programme are planned throughout the financial year, but rely on match-funding being available from the Welsh Government. If the WG's financial contribution is not received as anticipated, it can affect the timing of each project, which can impact on the overall programme.	Cllr Eryl Williams		B2	Establishment of a formal programme approach to manage the delivery of the 21st Century Schools programme. Projects over £5m in value are scoped out according to the Welsh Government's five case business model at development stage. Project at £5m or less are scoped out inline with the Welsh Government's business justification case documentation. Modernising Education Programme Board established, to meet monthly in the short term. SRO, Head of Service and Programme Manager have arranged for regular gateway review support from WG's Programme and Projects department (independent from WG's 21st Century Schools team). The recent gateway review - an independent report - was positive. Strategic Outline Case for Rhyl approved	C2			
						No further action identified	N/A	N/A
DCC020	Mohammed Mehmet	Restructures for DCC if services are merged.		WG's methodology for consultation is yet to be announced		No further action identified	N/A	N/A
Political	<u>Lead Member(s):</u>							
The risk that the review by The Commission On Public Service Governance And Delivery negatively affects Denbighshire. This review was announced by the First Minister in April 2013, and is due to conclude by the end of 2013. It could fundamentally reconstruct the way public services are delivered, thus affecting DCC structures and processes.	Cllr Hugh Evans	DCC becomes obsolete if councils are merged. If transition is to take place, there could be a period of instability for staff Service delivery suffers	C1		C1			
						No further action identified	N/A	N/A
DCC021	Sally Ellis			Establishment of a Denbighshire Health and Social Care Board, of which BCU is a member.		Terms of reference for the Denbighshire Health and Social Care Board to include the management of risks relating to interfaces between the two organisations	Sally Ellis	N/A
Partnership / Contractual	<u>Lead Member(s):</u>							
The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC	Cllr Bobby Feeley	<ul style="list-style-type: none"> • inefficient services • gaps in service provision • delays/failure to deliver joint projects • reputational damage 	B2	DCC presence in Key CPG meetings and Regional Boards implementing integrated approaches	B2			
						No further action identified	N/A	N/A

Risk Assessment Criteria

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

Corporate Risk Severity Key

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

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Report to:	Performance Scrutiny Committee
Date of Meeting:	12 December 2013
Lead Member/Officer:	Lead Member for Modernisation & Performance Head of Business Planning & Performance
Report Author:	Corporate Improvement Officer
Title:	Corporate Plan Performance Report (Q 2: 2013/14)

1. What is the report about?

- 1.1. This paper presents an update on the delivery of the Corporate Plan 2012-17 at the end of quarter 2 of 2013/14.

2. What is the reason for making this report?

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

3. What are the Recommendations?

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

4. Report details.

- 4.1. The appendix to this report presents a summary of each outcome in the Corporate Plan. Overall, the report shows acceptable progress is being made in delivering our Corporate Plan, and we understand the reasons why some elements of the Corporate Plan still require improvement.
- 4.2. This is now within the second year of our 5-year Corporate Plan. We recognise that some areas for improvement will take longer to achieve than others, but we understand what our improvement journey should look like and this is incorporated into the analysis within this report.
- 4.3. The following summarises key performance aspects of the Corporate Plan for quarter 2:
 - 4.3.1 It is difficult to offer a complete assessment of the Economic and Community Ambition Strategy. Many of the associated outcomes contain a number of indicators where data is not yet available. They are reliant on a survey of local businesses and of City, Town, and Community Councils. Once the

surveys have been undertaken, many of the data gaps will be filled. These surveys are due to take place in 2014/15. For other indicators, the data remains in development. Now that the strategy has been finalised, work will begin to identify the sources of data, and ensure that we can report on them.

4.3.2 The activities listed within the Local Economy Priority reflect the content of the Economic & Community Ambition Delivery Plan. The availability of resources and inter-dependencies will be considered by the Economic & Community Ambition Board, which will confirm each activity.

4.3.3 The volume of surplus places we have in our schools is still a priority for improvement, as is our reliance on mobile classrooms. Improvements in these areas rely on capital projects, which are currently progressing well.

4.3.4 Although improvements have been made to our road network, our comparative position means our performance is still a priority for improvement. Significant funding is available to invest in our roads, suggesting that our response to the situation is appropriate. So long as we maintain momentum this should continue to improve, although another poorly performing indicator relates to the delivery of the highways maintenance programme. The final exception on the roads priority is the delivery of drop-kerbs. Progress has been slow, however it is gaining momentum.

4.3.5 Our performance in terms of enabling the independence of vulnerable people is generally excellent, apart from in relation to the proportion of the adult population who are unable to live independently. This is a known factor and our position will be updated at the end of the financial year.

4.3.6 In relation to protecting vulnerable children, we generally perform excellently, but we must continue to endeavour to address the issues that prevent us holding a higher proportion of core group meetings within 10 days of child protection conferences.

4.3.7 Initiatives to attempt to improve our public realm will continue, and our indicators still suggest that dog fouling is an issue where people have little tolerance. However, the priority for improvement in this outcome relates to fly tipping. Largely explained away by reporting problems, we should focus on ensuring our processes are understood and adhered to, in order for us to have confidence in the data.

4.3.8 Few of the indicators related to housing have moved on from the position reported in the Annual Performance Report. We note that our ability to respond to planning applications within statutory timescales has improved, but remains a priority for improvement.

4.3.9 Outcomes associated with Modernisation are faring well, but residents' satisfaction with the council is a priority for improvement. This is in contrast with the status of the non-subjective indicators, where performance is excellent. It would be useful to explore reasons for the disparity. The Workforce Information Requirements Project should enable us to improve upon the percentage of people that have the information and IT equipment to work efficiently.

4.3.10 The completion rate for performance appraisal is 79 per cent, which is significantly below the acceptable level of 95 per cent. The low percentage no longer relates to annual fluctuation from the timing of appraisals because it encompasses appraisals due over a 13-month period. Only one service has completed over 95 per cent of its performance appraisals.

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

5.1. This report is about our progress in delivering the Corporate Plan. Any decisions made should contribute to the successful delivery of our Corporate Priorities.

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

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

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

7.1. An EqIA was undertaken on the Corporate Plan and presented to Council on 09 October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities.

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

8.1. The information necessary to produce this report comes from services, and a draft of the report was circulated to the Senior Leadership Team for their thoughts and comments.

9. Chief Finance Officer Statement

9.1. A Chief Finance Officer statement is not required for this report.

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

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

11. Power to make the Decision

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

11.2 Article 6.1 of the Constitution sets out the Committee's responsibility with respect to the Corporate Plan.

Contact Officer:

Corporate Improvement Officer

Tel: 07795 334 836



DENBIGHSHIRE PERFORMANCE REPORT

SEPTEMBER 2013

This report looks at Corporate Plan performance
in terms of the delivery of the outcomes
identified within the Corporate Plan and uses
nationally comparability when available

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KEY

Each outcome in the Corporate Plan contains a number of indicators, performance measures, and improvement activities. This content is used to determine how good the current position of the council is, which is based on contextual data to enable a more robust understanding of our performance.

THE COLOURS

Colour	Action Status	Measure Status
Green	On Target	Excellent
Yellow	Experiencing Obstacles	Good
Orange	At Risk	Acceptable
Red	Compromised	Priority for Improvement

THE SYMBOLS

(Q)	The most recent quarterly data
(YTD)	The year to date quarterly data
(YYYY)	The financial year that the latest data was published
(AY-YYYY)	The academic year that the latest data was published
▲	Showing improvement
▼	Showing decline
—	Showing no significant change

THE EVALUATION

- The default methodology for performance evaluation is where the upper quartile reflects the transition to excellent, and the Wales median reflects the transition to a priority for improvement.
- This is true for most except our education attainment indicators, where the 'best in Wales' reflects the transition to excellent and the Wales median reflects the transition to a priority for improvement.
- The default position for project reporting is documented in the project management methodology, summarised above (Action Status).

INTRODUCTION

This Performance Report looks at the Corporate Plan and Corporate Project Register. Future reports will include the Outcome Agreement, once it has been agreed with the Welsh Government.

The Corporate Plan sets out the priorities for Denbighshire for 2012-2017, and identifies the work the council will do to deliver against those priorities during those years. The council has seven clear Corporate Priorities. Within those priorities are a number of outcomes: fourteen in total. This report reviews each outcome and provides an evidence-based assessment of the current position.

KEY PERFORMANCE SUMMARY

Generally, the improvement activities that have begun are progressing well. As the benefits they bring start to embed, we would hope to see an improvement in the indicators relating to each outcome.

- It is difficult to assess the Economic and Community Ambition Strategy. Many of the associated outcomes contain a number of indicators where data is not yet available. They are reliant on a survey of local businesses and of City, Town, and Community Councils. Once the surveys have been undertaken many of the data gaps will be filled. These surveys are due to take place in 2014/15. For other indicators, the data remains in development. Now that the strategy has been finalised, work will begin to identify the sources of data, and ensure that we can report on them.
- The activities listed within the Local Economy Priority reflect the content of the Economic & Community Ambition Delivery Plan. The availability of resources and inter-dependencies will be considered by the Economic & Community Ambition Board, which will confirm each activity.
- The volume of surplus places we have in our schools is still a priority for improvement, as is our reliance on mobile classrooms. Improvements in these areas rely on capital projects, which are currently progressing well.
- Although improvements have been made to our road network, our comparative position means our performance is still a priority for improvement. Significant funding is available to invest in our roads, suggesting that our response to the situation is appropriate. So long as we maintain momentum this should continue to improve, although another poorly performing indicator relates to the delivery of the highways maintenance programme. The final exception on the roads priority is the delivery of drop-kerbs. Progress has been slow, however it is gaining momentum.
- Our performance in terms of enabling the independence of vulnerable people is generally excellent, apart from in relation to the proportion of the adult population who are unable to live independently. This is a known factor and our position will be updated at the end of the financial year.
- In relation to protecting vulnerable children, again we generally perform excellently, but we must continue to endeavour to address the issues that prevent us holding a higher proportion of core group meetings within 10 days of child protection conferences.

- Initiatives to attempt to improve our public realm will continue, and our indicators still suggest that dog fouling is an issue where people have little tolerance. However, the priority for improvement in this outcome relates to fly tipping. Largely explained away by reporting problems, we should focus on ensuring our processes are understood and adhered to, in order for us to have confidence in the data.
- Few of the indicators related to housing have moved on from the position reported in the Annual Performance Report. We note that our ability to respond to planning applications within statutory timescales has improved, but remains a priority for improvement.
- Outcomes associated with Modernisation are faring well, but residents' satisfaction with the council is a priority for improvement. This is in contrast with the status of the non-subjective indicators, where performance is excellent. It would be useful to explore reasons for the disparity. The Workforce Information Requirements Project should enable us to improve upon the percentage of people that have the information and IT equipment to work efficiently.
- The completion rate for performance appraisal is 79 per cent, which is significantly below the acceptable level of 95 per cent. The low percentage no longer relates to annual fluctuation from the timing of appraisals because it encompasses appraisals due over a 13-month period. Only one service has completed over 95 per cent of its performance appraisals.

OUTCOME SUMMARY

This is the summary position for each outcome in the Corporate Plan at 30 September 2013. The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

DEVELOPING THE LOCAL ECONOMY

Outcome 1	ACCEPTABLE
Outcome 2	UNKNOWN
Outcome 3	PRIORITY FOR IMPROVEMENT
Outcome 4	ACCEPTABLE
Outcome 5	ACCEPTABLE
Outcome 6	GOOD

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

Outcome 7	GOOD
---------------------------	------

IMPROVING OUR ROADS

Outcome 8	ACCEPTABLE
---------------------------	------------

VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Outcome 9	EXCELLENT
Outcome 10	GOOD

CLEAN AND TIDY STREETS

Outcome 11	GOOD
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ENSURING ACCESS TO GOOD QUALITY HOUSING

Outcome 12	ACCEPTABLE
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MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

Outcome 13	ACCEPTABLE
Outcome 14	ACCEPTABLE

LOCAL ECONOMY HEADLINE

HEADLINE INDICATORS

DENBIGHSHIRE HAS HIGH EMPLOYMENT AND GOOD INCOME

% JSA claimant count	▲ (Q) 3.30
Median Household Income (£)	▲ (2012) 23,934

BUSINESSES DEVELOP AND GROW

The count of births of new enterprises
1 year survival rate of new enterprises
3 year survival rate of new enterprises
Turnover of Denbighshire based businesses (£m)

OUTCOME 1

Infrastructure For Growth

SUMMARY

The overall position for this outcome is Orange: Acceptable. This is based on two facts: 1) the indicators that we can measure presently have a Red and Orange status, and 2) the activities we have selected (which we hope will have a positive impact on the trend of the remaining indicators) are still in their infancy. Although the activities are progressing well, their impact is yet to be felt. The most recent change has been with the Ofcom overall broadband ranking, which was updated in October 2013 moving Denbighshire from a rank 4 to a rank 3.

Short-term priorities should be to undertake a quality business survey that will provide us with an accurate picture of the present climate, and continue with the activities that will contribute to improving our infrastructure for economic growth.

[KEY](#)

INDICATORS

TRANSPORT

% of businesses who report travel difficulties as a barriers for employees	N/A until 2014/15
% of businesses who report travel difficulties as a barriers for customers	N/A until 2014/15
% of businesses who report travel difficulties as a barriers for suppliers	N/A until 2014/15
% of businesses who report selling goods and services to a wider area	N/A until 2014/15

DIGITAL AND MOBILE

Ofcom five point ranking for overall broadband performance	▲ (2013) 3
Ofcom rank for premises that receive no reliable signal (3G)	— (2013) 5
Ofcom rank for premises that receive no reliable signal (4G)	N/A until 2014/15
% of businesses who report internet use to sell or source goods and services	N/A until 2014/15

LAND AND PREMISES

% of new employment land sites that have been developed	Data Development
% of employment land sites that are ready to be developed	Data Development
% of all available employment land where business premises are in use	Data Development

IMPROVEMENT ACTIVITY

Identify transport infrastructure that risks limiting local economic development	GREEN
Lead the case for modernisation/electrification of rail services in North Wales	YELLOW

DEVELOPING THE LOCAL ECONOMY

Develop a 'Digital Denbighshire' Plan	NOT YET DUE
Create cross-sector online access point promoting business land and premises	YELLOW
Identify constraints and opportunities for strategic development sites	YELLOW
Public agency industrial/commercial property review and development plan	GREEN

OUTCOME 2

Supported and Connected Businesses

SUMMARY

The overall position for this outcome is Unknown. There are still significant data gaps that limit our ability to determine the current position of this outcome. No agreement has yet been reached on the methodology to determine that status for these indicators. The thresholds will be set now that the Economic and Community Ambition Strategy has been approved. However, clearly the ambition is to see significant improvement for all the indicators listed below. Projects in support of the outcome are progressing well, but securing data to inform the council about our position must be a priority.

[KEY](#)

INDICATORS

BUSINESS SUPPORT

No. of businesses that access business advice & support services during the year	N/A until 2014/15
% of businesses who were satisfied with the quality of advice & support	N/A until 2014/15
% of businesses reporting that the right advice & support was easy to access	N/A until 2014/15

LOCAL BUSINESS CONNECTIONS

% of businesses who report that they are part of a business network	
a. Local	N/A until 2014/15
b. Regional	N/A until 2014/15
c. National	N/A until 2014/15
% of businesses who report some benefit from their business network	
a. Local	N/A until 2014/15
b. Regional	N/A until 2014/15
c. National	N/A until 2014/15

DCC PROCUREMENT AND LOCAL IMPACT

£ value of procurement contracts awarded to local businesses	Data Development
£ value of local procurement as a % of total procurement	Data Development
% of agreed community and social benefit clauses that are:	
a. fully achieved	Data Development
b. partially achieved	Data Development

DEVELOPING THE LOCAL ECONOMY

c. not achieved	Data Development
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IMPROVEMENT ACTIVITY

Guide and assist development of business advice & support partnership	NOT YET DUE
Ensure regulatory services adopt a more business-friendly approach	YELLOW
Embed effective county business networking and B2B mentoring	NOT YET DUE
Plan effective strategic engagement with the business community	GREEN

OUTCOME 3

Opportunities for growth

SUMMARY

The overall position for this outcome is Red: Priority for Improvement. This is because there is only one indicator with enough information to assess its status, and its position is a priority for improvement. There are still significant data gaps that limit our ability to determine the current position of this outcome. No agreement has yet been reached on the methodology to determine the status for these indicators. Thresholds will be set now that the Economic and Community Ambition Strategy has been approved. However, clearly the ambition is to see significant improvement for all the listed indicators.

[KEY](#)

INDICATORS

TOURISM

Total revenue derived from tourism (£m)	▼ (2012) 314
No. of people employed in tourism sector in Denbighshire	(2012) 4059
No. of businesses in accommodation & food services sector	(2011) 350
Total turnover of agricultural businesses	Data Development

GROWTH OPPORTUNITIES

No. of businesses in production sector	(2013) 205
No. of businesses in the creative industries sector	Data Development
No. of residents employed in the manufacturing sector	(2013) 3300
No. of residents employed in the energy & water sector	Data Development
No. of residents employed in the agriculture sector	Data Development
No. of residents employed in the creative industries sector	Data Development

SOCIAL ENTERPRISE

The count of births of new social enterprises	Data Development
The one year survival rate for new social enterprises	Data Development
The three year survival rate for new social enterprises	Data Development
The number of jobs created within the social enterprise sector	Data Development

IMPROVEMENT ACTIVITY

Further exploit the potential of OpTiC & promote St Asaph business park	NOT YET DUE
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DEVELOPING THE LOCAL ECONOMY

Map regional growth locations to identify supply chain and job opportunities	Due April 2014?
Business case and implementation plan for Coastal leisure facilities	YELLOW
Develop an Events Strategy, integrating major and local events	YELLOW
Establish a strategic relationship with the agricultural sector	NOT YET DUE

OUTCOME 4

High quality skilled workforce

SUMMARY

The overall position for this outcome is Orange: Acceptable. Priorities are to see an increase in the qualification levels for a higher proportion of our residents (which might be achieved by improving the county's job market to attract/retain well-qualified residents), and to reduce the number of young people claiming Job Seekers' Allowance.

[KEY](#)

INDICATORS

SKILLS FOR WORK AND LIFE

% of the working age population with no qualifications	▲ (2012) 9.3
% of the working age population with qualifications of level 2 and above	▲ (2012) 69.8
% of the working age population with qualifications of level 4 and above	▲ (2012) 28.8

CONNECTING PEOPLE WITH JOBS

% of year 11 school leavers not in employment, education, or training	▲ (2013) 2.90
% of the working age population claiming Job Seeker's Allowance	▲ (Q) 3.30
% of the population aged 16 to 24 claiming Job Seeker's Allowance	▲ (Q) 5.70

ADVANCED SKILLS FOR GROWTH

% of businesses reporting unfilled vacancies due to unsuitable applicants	N/A until 2014/15
% of businesses reporting difficulty recruiting staff with the right skills	N/A until 2014/15

ENTERPRISE AND ENTREPRENEURSHIP

% of people employed in Denbighshire who are self employed	▲ (Q) 11.4
--	------------

IMPROVEMENT ACTIVITY

Review current programmes to support skills development	YELLOW
Ensure our priorities are in the North Wales Skills Development Plan	YELLOW
Support and challenge Careers Wales to improve school career advice	YELLOW
Improve the availability and quality of apprenticeship opportunities	YELLOW
Develop a county wide Job Brokerage scheme	NOT YET DUE
Review & evaluate how enterprise and entrepreneurship are promoted	YELLOW

OUTCOME 5

Vibrant towns and communities

SUMMARY

The overall position for this outcome is Orange: Acceptable. Many of the indicators are performing at an excellent level, but there is room for improvement around satisfaction with town centres, and some areas where mechanisms for reporting on indicators are required.

However, the figures relating to LSOAs (taken from the Welsh Index of Multiple Deprivation, WIMD), confirm that we still have issues with serious deprivation in some communities, which many of our activities focus on. These associated activities are progressing well, and should have a positive effect on these statistics in the future.

[KEY](#)

INDICATORS

TOWN CENTRES AND HIGH STREETS OF THE FUTURE

% of vacant town centre premises (Denbighshire average)	(2012) 11.1
% of residents reporting overall satisfaction with their town centre	(2013) 62.6
% of town residents reporting overall satisfaction with their local area	(2013) 86.0
% of town centre businesses reporting confidence in future prospects	N/A until 2014/15

TACKLING DEPRIVATION AND POVERTY, PARTICULARLY IN PARTS OF RHYL AND UPPER DENBIGH

% of LSOA that fall into the 10% most deprived in Wales	(2011) 10
No. of LSOA with a claimant count (%) greater than Great Britain	(2011) 18
No. of LSOA with a median household income below Wales	(2011) 32

RURAL DENBIGHSHIRE

% of the rural working age population claiming Job Seekers Allowance ¹	Data Development
% of rural residents reporting overall satisfaction with their local area	(2013) 89.7
% of rural businesses reporting confidence in their future prospects	N/A until 2014/15

IMPROVEMENT ACTIVITY

Develop initiatives for empty shops	NOT YET DUE
Review parking/traffic management in all towns to support economic growth	NOT YET DUE

¹ There is currently no clear definition for the rural area of Denbighshire. This means that it is not possible to determine the rural JSA claimant proportions.

DEVELOPING THE LOCAL ECONOMY

Deliver priority projects within the Rhyl Going Forward work streams	NOT YET DUE
Support North Denbighshire Communities First Cluster to address deprivation	GREEN
Develop a county wide approach to tackling deprivation and poverty	YELLOW

OUTCOME 6

Well-promoted Denbighshire

SUMMARY

The overall position for this Outcome is Yellow: Good. Although there are two indicators that are classed as excellent, we need further data before we can be confident that the overall position is excellent.

[KEY](#)

INDICATORS

DENBIGHSHIRE IS RECOGNISED AS A GREAT PLACE TO LIVE

% of residents satisfied with their area as a place to live	▼ (2013) 84.7
% of residents reporting they are likely to move out in the next 5 years	▼ (2013) 17.9
Number of house sales	Data Development
Number of housing new build completions	▼ (2013) 129 ²

DENBIGHSHIRE IS RECOGNISED AS A GREAT PLACE TO VISIT

Number of visitors	Data Development
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IMPROVEMENT ACTIVITY

Undertake market research to better understand target markets and audiences	YELLOW
Destination Management Plan & the Destination Denbighshire Partnership	YELLOW
Ensure a seamless response to Inward Investment enquiries	NOT YET DUE
Embed Town & Area Plans across services, with partners and in communities	NOT YET DUE
Develop and implement coordinated approach to tackling eyesore sites	GREEN

² This is the figure for new build house completions identified in the Joint Housing Land Availability Study

OUTCOME 7

Students achieve their potential

SUMMARY

We are using a higher benchmark for excellence for the educational attainment where green/excellent is the best in Wales. The overall position for this outcome is Yellow: Good. Three of the performance measures are currently classed as a priority for improvement, but we have a strategy for reducing our reliance on mobile classrooms, and this is linked to future planned improvements to our school buildings. Improvements that rely on capital projects will obviously take time to implement, and we would therefore not expect these to all be excellent at this stage.

KEY

INDICATORS

% of all pupils that leave without an approved qualification	▲ (AY-2013) 0.24
% of pupils who achieve the Core Subject Indicator at Key Stage 2	▲ (AY-2013) 86.0
% of pupils who achieve the Core Subject Indicator at Key Stage 4	▲ (AY-2012) 53.1
Average Capped Points Score for pupils at Key Stage 4	▲ (AY-2012) 339
% of pupils achieving the level 2 threshold, inc English/Welsh & maths	▲ (AY-2012) 54.7
% of pupils achieving the level 2 threshold or vocational equivalents	▲ (AY-2012) 82.7
% of pupil attendance in primary schools	▲ (AY-2012) 94.5
% of pupil attendance in secondary schools	▲ (AY-2012) 92.9
Average number of school days lost per fixed-term exclusion	— (AY-2012) 2.10
Number of fixed-term exclusions	▼ (AY-2012) 650

PERFORMANCE MEASURES

No. of surplus places as a % of total primary school places	▲ (AY-2013) 15.5
No. of surplus places as a % of total secondary school places	▼ (AY-2013) 16.1
No. of deficit places as a % of total primary school places	▲ (AY-2013) 1.04
No. of deficit places as a % of total secondary school places	▲ (AY-2013) 0.00
No. of primary school places provided by mobile classrooms	— (AY-2013) 616
No. of secondary school places provided by mobile classrooms	— (AY-2013) 584

IMPROVEMENT ACTIVITY

Bodnant Community School - Extension and remodelling	YELLOW
Mentoring programme to support year 11 students	GREEN

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

Programme to facilitate the delivery of the Literacy Numeracy Framework	YELLOW
Funding for 21st Century Schools Programme and Modernising Education	GREEN
Re-structure framework and delivery arrangements of strategic priorities	GREEN
Review current cluster arrangements	GREEN
Review current provision for students who access the Behaviour Support Service	GREEN
Rhyl High School - New building	YELLOW
Programme to reduce the reliance on mobile accommodation	YELLOW
To establish the Modernising Education Programme Board	GREEN
Review approach to planned and reactive maintenance works within schools	YELLOW
Ysgol Bro Dyfrdwy - Building works for the new area school	GREEN
Ysgol Dyffryn Ial - Llandegla extension	YELLOW
Ysgol Glan Clwyd - Extension and remodelling	GREEN
Ysgol Twm o'r Nant - Refurbish and remodel	ORANGE
Ysgol y Lllys - Extension and remodel	GREEN
Governor's Wales Quality Mark	YELLOW
Faith-Based Review: Consultation	YELLOW

OUTCOME 8

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

SUMMARY

We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales. Overall, the current position for this outcome is Orange: Acceptable. Our A and B roads are still considered a priority for improvement, despite seeing improvement in both, and satisfaction with the quality of our C roads is also low. Performance against our planned highways capital maintenance programme is regarded as a priority for improvement. The percentage of drop-kerb routes in place is also a priority for improvement, the current percentage only reflecting ad-hoc work that is taking place until the drop-kerb strategy is in place. The strategy is currently under consultation with stakeholders.

*Further work is needed by the service to address issues with extracting measure data from the Customer Relationship Management System (CRM) where it is currently marked as unknown.

KEY

SURVEY INDICATORS

Residents Survey, % satisfaction with:	
Maintaining main roads in good condition	▲ (2013) 64.9
Maintaining streets in towns & villages in good condition	▼ (2013) 61.9
Maintaining rural roads in good condition	(2013) 48.8
City, Town & Community Councillor Survey, % satisfaction with:	
Maintaining main roads in good condition	N/A until 2014/15
Maintaining streets in towns & villages in good condition	N/A until 2014/15
Maintaining rural roads in good condition	N/A until 2014/15

INDICATORS

% of A, B & C roads that are in overall poor condition	▲ (2013) 10.1
% of principal A roads that are in overall poor condition	▲ (2013) 5.64
% of non-principal/classified B roads in overall poor condition	▲ (2013) 9.26
% of non-principal/classified C roads in overall poor condition	▲ (2013) 13.9

PERFORMANCE MEASURES

% structural maintenance spend spent on planned structural maintenance	▼ (2013) 93.0
% timeliness of category C (Final) Street Works inspections	▼ (2013) 29.0

VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

% of damaged roads and pavements made safe within target time	*UNKNOWN
% of road condition defects (CRM queries) resolved within timescale	New to 2013/14
% of key routes where a drop-kerb route is in place	(Q) 10.0
% of planned Highways Capital Maintenance Programme achieved	(2013) 86.0
No. of successful claims concerning road condition during the year	▲ (2013) 2.00

IMPROVEMENT ACTIVITY

Road Resurfacing	YELLOW
Microasphalt	GREEN
Surface Dressing	GREEN
Pedestrian Safety Improvements	GREEN
A525 Elwy Bridge	GREEN
A548 Foryd Bridge	ORANGE
Dropped Kerbs Project	GREEN
Review of preparations for Highways Winter Maintenance	GREEN
Review parking charges	GREEN
Develop Minor Works framework	GREEN

OUTCOME 9

Vulnerable people are able to live as independently as possible

SUMMARY

The overall position for this outcome is Green: Excellent. The council is successfully enabling vulnerable people to live independently in Denbighshire. There are no exceptions to discuss at this stage. The only concern within this outcome is the proportion of the adult population who are unable to live independently. This is an historical known factor and our position will be updated at the end of the financial year.

[KEY](#)

INDICATORS

% of the adult population who live independently	▲ (2013) 97.1
% of the adult population who cannot live independently	▲ (2013) 0.70

PERFORMANCE MEASURES

% of people who live independently with modern supportive options	— (2013) 62.0
% of people who live independently with traditional care options	— (2013) 38.0
Rate of delayed transfers of care for social care reasons	▲ (2013) 0.33
% of adult clients who do not need social care service following reablement	▼ (2013) 68.0
Average number of days taken to deliver a Disabled Facilities Grant	▲ (2013) 159
Change in number of local authority adult placements in care homes	— (2013) - 57
No. of service users in receipt of assistive technology	▲ (Q) 1496

IMPROVEMENT ACTIVITY

Direct Payments Scheme	GREEN
Additional Reablement Capacity (£100k)	YELLOW
Carers Plan	GREEN
Feasibility Study: Extra Care Housing Options	GREEN

OUTCOME 10

Vulnerable people are protected

SUMMARY

The overall position for this outcome is Yellow: Good. The council has good success protecting vulnerable people in Denbighshire. The only exception in this outcome is the timeliness of core group meetings. In quarter 2, only 8 out of 10 meetings were held within 10 days of the child protection conference, which is a performance decline on the previous period and remains below the Wales median. When you look at the year to date (YTD) the proportion increases to nearer 9 out of 10. However, the status does not change and it remains a priority for improvement.

The service notes the date of the first core group is set at the end of every initial Child Protection Conference to ensure that it is held within time scales. This should not be changed, but it is clear that some are not being held within the 10 days. There may be an issue identifying an appropriate substitute to deliver the meeting where the original social worker is unable to do so. This is a question for the practice managers.

[KEY](#)

INDICATORS

% of child referrals that were re-referrals within 12 months	▲ (Q) 16.0
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PERFORMANCE MEASURES

% of adult protection referrals completed & the risk has been managed	▲ (Q) 98.1
% of child protection reviews carried out within statutory timescales	— (Q) 100
% of core group meetings within 10 days of child protection conference	▼ (YTD) 88.2
% of open cases on child protection register with allocated social worker	— (Q) 100

IMPROVEMENT ACTIVITY

Arrangements for Protecting Vulnerable Children and Adults	YELLOW
Signs of Safety Model	YELLOW
Intensive Family Support Services	YELLOW

OUTCOME 11

To produce an attractive environment for residents and visitors alike

SUMMARY

The overall position for this outcome is Yellow: Good. The indicator data, however, identifies an issue with fly tipping. This is because we are reporting this indicator differently from other councils, including incidents that we identify ourselves in addition to incidents reported by the public. The percentage of reported fly tipping incidents cleared within five working days is also a priority for improvement. There are again some issues with the quality of the data, as our Customer Relationship Management System (CRM) can only measure how long it takes from when the incident is recorded to when it is closed on the system (rather than when the incident was actually cleared).

* The same issue currently prevents us reporting quarterly data for the average response time to litter notifications (including dog fouling). The Corporate Improvement Team is working closely with the Service to ensure that systems are in place to collect this data going forward.

KEY

SURVEY INDICATORS

Residents' Survey, % satisfaction with:	
The cleanliness of the streets (local area)	(2013) 73.1
The cleanliness of the streets – dog fouling (local area)	(2013) 50.8
The cleanliness of the streets (nearest town)	(2013) 74.4
The cleanliness of the streets – dog fouling (nearest town)	(2013) 58.8
City, Town & Community Council Survey, % satisfaction with:	
The cleanliness of the streets (C,T&CC area)	N/A until 2014/15
% of C,T&CC who report improvement with dog fouling	N/A until 2014/15

INDICATORS

The Cleanliness Index	▲ (2013) 82.8
The rate of reported fly tipping incidents reported per 1,000 population	▲ (2013) 21.7
Clean Streets Survey – Improvement Areas	▼ (Q) 94.6

PERFORMANCE MEASURES

% reported fly tipping incidents cleared within five working days	▼ (2013) 88.2
% of untidy land incidents resolved within 12 weeks	▲ (Q) 57.4
Average Response time to litter notifications (including dog fouling)	*UNKOWN

CLEAN AND TIDY STREETS

The rate of fixed penalty notices (all types) issued per 1,000 population	▲ (2013) 18.4
The rate of fixed penalty notices (dog fouling) issued per 1,000 population	▲ (2013) 0.33

IMPROVEMENT ACTIVITY

Review provision of Public Bins	GREEN
Review street cleaning activities	GREEN
Target problematic areas for environmental crime	GREEN
Anti-Dog Fouling Project	YELLOW
Eyesore Sites Project	GREEN

OUTCOME 12

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

SUMMARY

The overall position for this outcome is Orange: Acceptable. The council has acceptable success offering the range and types of housing in Denbighshire. There are three exceptions, two are annual and were previously reported. The third is a mid-year update, which shows a comparatively low proportion of householder planning applications completed within eight weeks. The council recognises that flexibility to accommodate both speed and quality in the determination of minor (householder) planning applications is an area to improve and they are starting to look at other councils to see where they can learn and improve. A particular area to look at is the upfront work with planning applications (pre-application stage) to support the development and submission of higher quality applications.

[KEY](#)

INDICATORS

The current supply of social housing	(2013) 44
The current supply of affordable housing	(2013) 13
The current supply of market housing	(2013) 149
% potentially homeless households with homelessness prevented	— (Q) 100

PERFORMANCE MEASURES

% HMO with a full licence	▼ (Q) 30.0
% private sector dwellings returned to occupation	(Q) 5.10
% householder planning applications determined within eight weeks	▼ (YTD) 78.7
Supply of housing land by joint housing land availability study	▼ (2013) 3.50
% council properties achieving Welsh Housing Quality Standard	▲ (2013) 93.0
% of core KPI benchmarked in HouseMark that are in the top quartile	▲ (Q) 31.7
% additional affordable housing units granted planning permission	▲ (Q) 22.2

IMPROVEMENT ACTIVITY

Single Access Route to Housing Project	ORANGE
HMO Licensing Scheme	ORANGE
Refurbishment in Conservation Area (Brighton Road, Rhyl)	GREEN

ENSURING ACCESS TO GOOD QUALITY HOUSING

Environmental Improvement Programme	
Refurbishment (Area Renewal Grants)	GREEN
Housing Renewal Loans	GREEN
Private sector bringing forward allocated Housing Sites	YELLOW

OUTCOME 13

Services will continue to develop and improve

SUMMARY

The overall position for this outcome is Yellow: Good. However, residents' satisfaction with the council is a priority for improvement. This is in contrast with the status of the non-subjective indicators, for which performance is generating an excellent status. It would be useful to explore reasons why this might be the case.

KEY

SURVEY INDICATORS

Resident's Survey, % satisfaction with:	
The council is efficient and well-run	▲ (2013) 40.8
The council acts on the concerns of residents	▼ (2013) 38.4

INDICATORS

% of projects expected to achieve their benefits	(Q) 100
No. of statutory recommendations made by the Wales Audit Office	— (2013) 0

PERFORMANCE MEASURES

% of Outcome Agreement grant awarded to Denbighshire	— (2013) 100
% of complaints responded to within corporate timescales	(Q) 96.6
% of eligible modernisation projects with a post-implementation review	(Q) N/A ³
Rate of complaints received by DCC per 10,000 population	(Q) 15.3 ⁴

IMPROVEMENT ACTIVITY

Customer Feedback and Complaints	GREEN (Closed)
Establish the Corporate Programme Office	GREEN (Closed)
Resident's Survey	GREEN
Launch New Website	GREEN (Closed)

³ No Modernisation projects are yet at the post-implementation review stage.

⁴ No Excellence or Intervention thresholds have been set for this figure. This is because we did not have access to enough comparable data, and we did not know whether comparable processes were being followed in other authorities. Hence, we could not account for the difference in volumes recorded, and could not assert what would be an excellent position. We will track the trend over time.

OUTCOME 14

More flexible and effective workforce supported by cost efficient infrastructure

SUMMARY

The overall position for this outcome is Orange: Acceptable. The council still has work to do to ensure its infrastructure is cost efficient, but the projects it has in place to lay the foundations for improving its infrastructure are progressing well.

Of the exceptions, the Workforce Information Requirements Project should enable us to improve the percentage of people that have the information and IT equipment to work efficiently. Now we have a clearer understanding of the IT potential for each role and the IT resources currently allocated to each role, we are able to address any anomalies.

The completion rate for performance appraisal is 79 per cent, which is significantly below the acceptable level of 95 per cent. The low percentage no longer relates to annual fluctuation from the timing of appraisals because it encompasses appraisals due over a 13-month period. Only one service has completed over 95 per cent of its performance appraisals.

[KEY](#)

SURVEY INDICATORS

Staff Survey, % of positive responses to:	
I know what is expected of me	(2012) 94.0
I have the skills to do my job effectively	(2012) 97.0
I can access the information & I.T. that I need to work efficiently	(2012) 82.0

INDICATORS

No. of working days/shifts lost to sickness absence per FTE	— (Q) 3.86
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PERFORMANCE MEASURES

% of performance appraisals due that were completed	▼ (Q) 79.0
Carbon emissions from Denbighshire's corporate office space (carbon kg/m ²)	(YYYY)
Carbon emissions from Denbighshire's primary schools (carbon kg/m ²)	(YYYY)
Carbon emissions from Denbighshire's secondary schools (carbon kg/m ²)	(YYYY)
The amount of heated floor in the entire non-domestic public building stock (m ²)	(2012) 16,340
Average number of business miles recorded per FTE	▲ (Q) 257
% of mobile staff that have remote access to their work I.T. systems	
% of proposed savings through the Modernisation programme achieved	Data development

% of key tasks transactions undertaken via the web

(Q) 4.76

IMPROVEMENT ACTIVITY

Printer Rationalisation Project	GREEN
Workforce Information Requirements	GREEN
E-Invoicing & Central Invoice Registration	GREEN
EDRMS	GREEN
Office Accommodation Review Implementation	YELLOW
Audio/video conferencing implementation	GREEN
Automated payment kiosks in Ruthin and Prestatyn	YELLOW
Website: Phase 2 - Scope development of the website including channel shift	GREEN

PROJECT REGISTER

CORPORATE PROJECT REGISTER SUMMARY

CORPORATE PROGRAMME: ECONOMIC & COMMUNITY AMBITION

Rhyl Harbour: Bridge, public square, quayside building and extended quay wall	ORANGE
Rhyl Harbour: Harbour Empowerment Order	ORANGE
Construction Procurement North Wales	GREEN

CORPORATE PROGRAMME: MODERNISATION

Printer Rationalisation	GREEN
Electronic Document and Record Management System (EDRMs)	GREEN
Electronic Invoicing & Central Invoice Registration	GREEN
Supporting People IT System	New Project

CORPORATE PROGRAMME: MODERNISING EDUCATION

Rhyl New School	YELLOW
Ysgol Dyffryn Ial - New School Building	GREEN
Ysgol Y Llys - Extension, Remodel & Refurbishment	GREEN
Bodnant Community School Extension and Refurbishment	YELLOW
Ysgol Bro Dyfrdwy Area School: Extension & Refurbishment, Cynwyd Site	GREEN
Ruthin Area Primary School Review	New Project
Welsh Medium Primary's North Denbighshire - Ysgol Twm o'r Nant	ORANGE
Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment	New Project

CORPORATE PROGRAMME: MODERNISING SOCIAL SERVICES & ENHANCING WELLBEING

Single Point of Access	ORANGE
Vulnerable People Physical Activity	New Project

ICT STRATEGY

LAN UPGRADES 13/14 and Wireless rollout	New Project
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RHYL GOING FORWARD

West Rhyl Housing Improvement Project	YELLOW
The Honey Club, Rhyl	GREEN

SERVICE: ADULT & BUSINESS SERVICES

Review of Day Services Provision for Older People (North)	YELLOW
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Financial Inclusion Project	GREEN
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SERVICE: BUSINESS PLANNING & PERFORMANCE

Business Continuity Plan	GREEN
Denbighshire's T&CC Devolution and Empowerment project	GREEN

SERVICE: CHILDREN & FAMILY SERVICES

Paris – Children’s Financials	GREEN
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SERVICE: COMMUNICATION, MARKETING & LEISURE

Relocation of Prestatyn Library	GREEN
Corwen Leisure Centre Management Review	GREEN
Ruthin Leisure Centre Facility Development	GREEN

SERVICE: CUSTOMERS & EDUCATION SUPPORT

Income Management, Cash Receipts	GREEN
Capita Regional MIS	ORANGE

SERVICE: FINANCE & ASSETS

Office Accommodation Review	GREEN
Asset Review	GREEN

SERVICE: HIGHWAYS & ENVIRONMENTAL SERVICES

Residual Waste (North Wales Collaboration)	ORANGE
North Wales Cycling Sustainable Activity Tourism Centre of Excellence	YELLOW
H&I Street Lighting HiLight Implementation	GREEN
Merged Highways and Environmental Services Department	GREEN
Loggerheads Traffic Congestion Initiative	YELLOW
Foryd Harbour Blue Bridge Concrete Repairs	GREEN
Corwen Flood Risk Management Scheme	GREEN
Denbighshire Local Flood Risk Management Strategy	GREEN

SERVICE: HOUSING & COMMUNITY DEVELOPMENT

Excellent Housing	YELLOW
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SERVICE: HR DIRECT

Improving Attendance and Delivering Excellence Thresholds	GREEN
Workforce Information Requirements	New Project

SERVICE: PLANNING & PUBLIC PROTECTION

Former North Wales Hospital Denbigh

YELLOW

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Report to: Performance Scrutiny Committee

Date of Meeting: 12 December 2013

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

1. What is the report about?

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

2. What is the reason for making this report?

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

3. What are the recommendations?

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

4. Report details.

4.1 Article 6 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.

4.2 The Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.

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

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
- relevance to the Committee's/Council's/community priorities

- the Council's Corporate Plan and the Director of Social Services' Annual Report
 - meeting workload
 - timeliness
 - outcomes
 - key issues and information to be included in reports
 - whether the relevant lead Cabinet member will be invited to attend (having regard to whether their attendance is necessary or would add value). (In all instances this decision will be communicated to the lead member concerned)
 - questions to be put to officers/lead Cabinet members
- 4.5 When considering future items for inclusion on the forward work programme members may also find it helpful to have regard to the following questions when determining a subject's suitability for inclusion on the work programme:
- what is the issue?
 - who are the stakeholders?
 - what is being looked at elsewhere
 - what does scrutiny need to know? and
 - who may be able to assist?
- 4.6 As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested subjects. One such proposal form has been received for consideration at the current meeting. This relates to the Annual Report on Corporate Health and Safety (see Appendix 2 attached). The request stems from a risk identified in a recent Internal Audit report regarding the lack of clarity around the governance arrangements for Health and Safety. The Committee is asked to consider the request for the item to be scheduled into its work programme for May 2014.
- Cabinet Forward Work Programme
- 4.7 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 3.
- Progress on Committee Resolutions
- 4.9 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 to this report.

- 4.10 Information Report on the Council's Use of Supply Teachers
In September 2013 the Committee asked to receive an information report on the Authority's use of supply teaching staff, see brief outlined on the attached work programme (Appendix 1). Due to the complex nature of the work required to draw this information together the report will not be available until probably the summer term 2014.

5. Scrutiny Chairs and Vice-Chairs Group

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group has met on two occasions since Performance Scrutiny Committee's last meeting on 24 October 2013. They met on the afternoon of 24 October and again on 5 December. Any items referred to the Committee from the Group will be reported verbally to members at the meeting on 12 December.

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

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council in monitoring and reviewing policy issues.

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.

No Equality Impact Assessment has been undertaken for the purpose of this report as consideration of the Committee's forward work programme is not deemed to have an adverse or unfair impact on people who share protected characteristics.

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

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

9. What consultations have been carried out?

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

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 Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

11. Power to make the decision

Article 6.3.7 of the Council's Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work.

Contact Officer: Scrutiny Coordinator
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Email: dcc_admin@denbighshire.gov.uk

Note: Any items entered in italics have not been approved for inclusion at the meeting shown by the Committee. Such reports are listed here for information, pending formal approval.

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
16 January 2014	Cllr. Eryl Williams <i>(required)</i>	1 Verified External Examinations and Teacher Assessments [Education]	To review the performance of schools, including PR6 and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	January 2013
	Cllr. Eryl Williams <i>(required)</i>	2 Estyn Action Plan [Education]	To (i) monitor the progress achieved to date in implementing the actions to address the 2 recommendations in the 2012 Estyn Inspection of the Quality of Education Services; and (ii) inform members of proposed changes to education delivery, performance/attainment measures and future inspection arrangements and expectations	(i) Better quality services and better outcomes for pupils through early identification of any slippages in progressing actions, or in implementing mitigating measures to address identified risks; and (ii) identification of measures to address national policy requirements/challenges and consequential inspection arrangements with a view to mitigating the risk of disruption to pupils and teachers and deterioration in performance and	Joint report by Karen Evans/Diane Hesketh	June 2013

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				attainment rates		
	Cllr. David Smith <i>(required)</i>	3. Fly Tipping	To detail the number of fly tipping incidents in the county, the Council's performance in responding to those incidents and in recording statistics relating to fly tipping in comparison to other authorities across Wales. Details also to be provided on the definition of 'excellence' with regards to reducing fly tipping	Improve the environment of the county and the quality of life of residents and visitors, whilst delivering the corporate priority of clean and tidy streets	Steve Parker/Vince Russell	September 2013
20 February	Cllr. Hugh Irving	1 'Your Voice' complaints performance (Q3)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Clare O'Gorman	February 2013
20 March	Cllr. Bobby Feeley	1. In-House Provider Visit 2013/14 Overview	To consider feedback on the visits undertaken in-house social care providers which highlight the quality, customer experience and good practice/improvement actions for the providers	To monitor the quality of services provided and identify any issues which arise from the visits which require to be addressed in order to improve the quality of the service provided	Phi Gilroy	August 2013
1 May	Cllr. Julian Thompson-Hill	1. <i>Corporate Health and Safety Annual Report</i>	<i>To consider the Council's management of general health and safety and fire</i>	<i>Assurances that the Authority is abiding and conforming with all</i>	<i>Gerry Lapington</i>	<i>November 2013</i>

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			<i>safety matters</i>	<i>relevant H&S legislation and therefore mitigate the risk of litigation</i>		
June 2014	Cllr. Hugh Irving	1. Your Voice' complaints performance (Q4)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Clare O'Gorman	February 2013
	Cllr. Barbara Smith	2. Corporate Risk Register	To consider the Council's Corporate Risk Register following the latest formal review by CET	Identification of effective measures to address the high level risks	Alan Smith/Nicola Kneale	February 2013
	Cllr. Barbara Smith	3. Corporate Plan QPR: Q4 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17 consider the latest version of	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Alan Smith/Nicola Kneale	February 2013
	Cllr. David Smith	4. Provision of CCTV and Out of Hours Service	To consider the preferred options identified for the delivery, with limited financial resources, of an equitable CCTV and associated Out of Hours service across the County in future	Provision of an effective and efficient service will assist the Authority to deliver the corporate priorities of protecting vulnerable people, keeping streets clean and tidy and bring the Council closer to the community	Graham Boase/Emlyn Jones	October 2013
Sept/October	Cllr. Barbara	1. Annual Performance	To seek Scrutiny's view on	Participation in the	Alan Smith	September

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	Smith	Review 2013/14	the Council's Annual Performance Review report prior to its submission to County Council for approval	consultation on the Annual Report will assist the Committee to identify areas of weakness and build them into its future work programme with a view to realising improvements going forward		2013
	Cllr. Eryl Williams	2. Provisional External Examinations and Teacher Assessments [Education]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	September 2013

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>Parking Enforcement (deferred until after Communities Scrutiny Committee has considered a report on the impact of the Council's Parking Enforcement Strategy on economic development scheduled for 25 November 2013)</i>	<i>To examine the statistics on the number of Penalty Charge Notices (PCNs) issued during 2012/12 and 2013/14 to date, the breakdown of PCNs per MAG area (and per town), the number of prosecutions arising from the issue of CPNs (and the associated costs of pursuing prosecutions), cost of the running the service and the income generated for the Authority</i>	<i>Assurances that the Service is demonstrating value for money and supporting the Council's delivery of its corporate priorities of developing the local economy and maintaining clean and tidy streets</i>	<i>Mike Jones</i>	<i>By the SCVCG September 2013</i>

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
Available during the summer term 2014	Use of Supply Teachers [Education – to be shared with coopted members]	To detail the use made of supply teachers within the county during recent years and to date this year. The report to detail the costs to the Council of hiring supply teachers, the lengths of time for their hire, the expectations/objectives given to them upon engagement and the quality monitoring arrangements in place to evaluate their effectiveness	Karen Evans	September 2013

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
16 January 2014	2 January 2014	20 February	6 February	20 March	6 March

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Updated 02/12/13 RhE

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PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES		
NAME OF SCRUTINY COMMITTEE	Performance Scrutiny Committee	
DATE OF MEETING / TIMESCALE FOR CONSIDERATION	Annual report May 2014	
TITLE OF REPORT	Corporate Health and Safety update	
P U R P O S E	1. Why is the report being proposed? (see also the checklist overleaf)	Recommended by internal audit report
	2. What issues are to be scrutinised?	General H&S and fire safety management in DCC
	3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?	No
	4. What will the committee achieve by considering the report?	Show evidence of monitoring \ involvement in H&S processes as described in H&S legislation
	5. Score the topic from 0 – 4 on aims & priorities and impact (see overleaf)*	Aims & Priorities 3
ADDITIONAL COMMENTS	This request is the result of an internal audit recommendation Will enable us to provide evidence of senior level involvement if \ when challenged by the regulator (HSE). Provides an access route for discussion of unresolved issues	
REPORTING PATH – what is the next step? Are Scrutiny’s recommendations to be reported elsewhere?	Outstanding \ unresolved actions that need support should be reported CET (I already do CET reports on a quarterly basis)	
AUTHOR	G. Lapington	

Cabinet Forward Work Plan

Appendix 3

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
17 December	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 2 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Alan Smith
	3	Response to the Consultation on Town and Area Plans – Ruthin & Prestatyn areas	To approve the Town and Area Plans for Ruthin & Prestatyn areas	Yes	Cllr Hugh Evans / Rebecca Maxwell / Peter McHugh / Tom Booty
	4	Public Realm Strategy	To approve the Council's Public Realm Strategy following the conclusion of the public consultation on its aims and objectives	Yes	Cllr. David Smith/ Hywyn Williams
	5	Clocaenog/Cyffylliog School Review	To consider whether to proceed to publish statutory notice for the closure of Ysgol Clocaenog and Ysgol Cyffylliog and the opening of a new area school.	Yes	Cllr Eryl Williams / Jackie Walley
	6	Items from Scrutiny Committees	To consider any issues	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			raised by Scrutiny for Cabinet's attention.		
14 January 2014	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	West Rhyl Housing Improvement Project	Concept design of open green space to be considered	Tbc	Cllr Hugh Evans / Carol L Evans
	3	North Wales Schools and Public Buildings Contractor Framework (NWSPBC Framework) - Contractors Appointment	A decision is required to award the places to become part of the NWSPBC Framework following the tender process.	Yes	Cllr Julian Thompson-Hill / Tania Silva / Sion Evans / Stuart Andrews
	4	Procurement Business Case for Three Counties	To consider the Business Case	Yes	Cllr Julian Thompson Hill / Paul McGrady
	5	Framework for Integrated Health and Social Care	To consider the local response to the Welsh Government's guidance document "A Framework for Delivering Integrated Health and Social Services for Older People"	Yes	Cllr Bobby Feeley / Phil Gilroy
	6	Single Access Route to Housing – Common Allocations Policy	To approve a Common Allocations Policy (CAP) for	Yes	Cllr Hugh Irving/Peter McHugh/

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			social housing across North Wales (local authority and registered social landlords)		Sue Lewis
	7	Budget Setting	To consider budget setting proposals.	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	8	Ysgol Llanbedr Review	To review proposals for the closure of Ysgol Llanbedr.	Tbc	Cllr Eryl Williams / Jackie Walley
	9	Clwyd Leisure	To consider the future delivery options for the facilities currently operated by Clwyd Leisure Limited	Tbc	Cllr Huw Jones / Hywyn Williams
	10	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
18 February	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Advocacy Provision for Children and young people in North Wales	To commission a regional N. Wales advocacy service for vulnerable children and young people	Tbc	Cllr Bobby Feeley / Michelle Hughes
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
25 March	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Response to consultation on Town and Areas Plans – Rhyl, Denbigh & Rhuddlan areas	To approve the Town and Area Plans for Rhyl, Denbigh & Rhuddlan areas	Tbc	Cllr Hugh Evans / Rebecca Maxwell / Peter McHugh / Tom Booty
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
29 April	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
27 May	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady

Cabinet Forward Work Plan

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

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Note for officers – Cabinet Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
<i>December</i>	3 December	<i>January</i>	30 December	<i>February</i>	4 February

Updated 27/11/13 - KEJ

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Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
24 October	5. CCTV in Denbighshire	<p>RESOLVED that:</p> <p>(i) subject to the above comments on the contents of the report, the Committee support the proposed initiatives and agree the need for Officers to undertake a detailed business case analysis on each of the proposals; and</p> <p>(ii) that an update report on the progress attained in developing a business case be presented to the Committee in six months.</p>	Report scheduled for presentation to the Committee at its June 2014 meeting

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