

To: Members of the Performance  
Scrutiny Committee

Date: 25 April 2014

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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, 1 MAY 2014** 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 - 12)**

To receive the minutes of the Performance Scrutiny Committee held on 20 March, 2014 (copy attached).

**9.30 a.m. – 9.35 a.m.**

**5 CORPORATE HEALTH & SAFETY ANNUAL REPORT (Pages 13 - 30)**

To receive a report from the Senior Corporate Health & Safety Advisor (copy attached) to consider the Council's management of general health & safety and fire safety matters.

**9.35 a.m. – 10.05 a.m.**

**6 HOUSING SERVICES IMPROVEMENT PLAN (Pages 31 - 62)**

To receive a report from the Head of Housing and Community Development (copy attached) to examine the Services Improvement Plan (including the housing maintenance plan).

**10.05 a.m. – 10.45 a.m.**

~~~~~ **BREAK (10:45 a.m. – 11.00 a.m.)** ~~~~~

**7 CORPORATE RISK REGISTER (Pages 63 - 82)**

To receive a report from the Corporate Improvement Officer (copy attached) to present Performance Scrutiny Committee with the latest version of the Corporate Risk Register, as agreed at Cabinet Briefing.

**11.00 a.m. – 11.30 a.m.**

**8 SCRUTINY WORK PROGRAMME (Pages 83 - 98)**

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.

**11.30 a.m. – 11.50 a.m.**

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**11.50 a.m. – 12.00 noon**

## **MEMBERSHIP**

### **Councillors**

Councillor David Simmons (Chair)

Councillor Arwel Roberts (Vice-Chair)

Bill Cowie

Geraint Lloyd-Williams

Meirick Davies

Peter Owen

Richard Davies

Dewi Owens

Colin Hughes

Gareth Sandilands

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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, 20 March 2014 at 9.30 am.

### PRESENT

Councillors Richard Davies, Colin Hughes, Dewi Owens, Arwel Roberts (Vice-Chair), Gareth Sandilands and David Simmons (Chair)

### ALSO PRESENT

Chief Executive (MM), Head of Adults and Business Services (PG), Head of Internal Audit (IB), Strategic Development Service Manager (GG), Valuation & Estates Manager (DM), Property Manager (DL), Scrutiny Coordinator (RhE) and Democratic Services Officer (KE)

Councillor Raymond Bartley, Councillor Merfyn Parry and Councillor Huw Williams

Councillor Julian Thompson-Hill, Lead Member for Finance and Assets attended at the Committee's request for business item 7.

### 1 APOLOGIES

Apologies for absence were received from Councillor Bill Cowie, Councillor Meirick Lloyd Davies, Councillor Geraint Lloyd-Williams, Councillor Peter Owen and Lead Member for Social Care – Adults and Children's Services (Councillor Bobby Feeley)

### 2 DECLARATION OF INTERESTS

Councillors David Simmons and Dewi Owens declared a personal interest in agenda item 7 as they are members of the Board of Agricultural Estates. It was advised that as this was a non-decision making agenda item there was no conflict of interest.

### 3 URGENT MATTERS AS AGREED BY THE CHAIR

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

### 4 MINUTES OF THE LAST MEETING

The Minutes of a meeting of the Performance Scrutiny Committee held on Thursday, 20 February, 2014 were submitted.

Matters arising:-

**Pages 6 - 8, 'Modernising Education – Progress Report':**

- the Council has not been supplied with a Welsh language version of the Gateway Review report.
- Modernising Education Board Membership: awaiting confirmation of the request for scrutiny representatives to be able to attend/serve on the Board
- Ysgol Plas Brondyffryn: awaiting the outcome of enquiries regarding the positioning of the pillar in the physical education hall.

**Page 10 – 'Feedback from Committee Representatives':** reference to an Ombudsman's report on the writing off of Council Tax debts. On enquiring with officers there has not been a specific report on the above subject but there was the following ruling within the last year:

**"Upheld – March 2013**

Mr J complained about the way in which Denbighshire County Council ("the Council") managed the council tax account for his late mother's property. The Council issued a summons for non-payment of council tax, against the Executors of her estate. Mr J was a joint Executor with a local based firm of Solicitors. Mr J made a payment to the council to clear the liability from his personal account.

Mr J later became aware that the new registered occupier of the property had become liable for the charges. He wrote to the Council to request a refund in respect of the monies he had paid. Mr J did not receive an acknowledgement of his request and had to chase the Council for a response. Mr J raised additional concerns about the actions taken by the Council following his request for a refund in seeking the consent of his fellow Executor prior to issuing the refund and the manner in which he felt he was treated by the Council's staff. Mr J received a refund from the Council some 4 months later.

Having considered all of the evidence available the Ombudsman concluded that the Council's management of the council tax account for the property was reasonable in the main. However, the Ombudsman did identify that the Council's service did not meet the required standard for dealing with Mr J's written request for a refund. In addition the Ombudsman felt that the Council should also, at the very least, have advised Mr J of the steps that it had to take to seek the consent of his fellow Executor before it could issue the refund to him. The Council agreed to the Ombudsman's recommendations to apologise to Mr J and to make a payment of £100 in respect of the failings identified and time and trouble taken to pursue the complaint. Case reference 201201315"

The above was reported to the Corporate Governance Committee as part on an Annual Report".

**Resolved** – *that, subject to the above, the Minutes be received and approved as a correct record.*

## **5 SERVICE PROVISION FOLLOWING CLOSURE OF COMMUNITY AGENCY**

Councillor B. Feeley submitted her apologies for being unable to attend the meeting to present the report.

The Head of Adults and Business Services introduced the report and reminded the Committee of the budget workshops last year where it was proposed to save £25,000 per annum on accommodation costs of the Community Development Agency (CDA). He detailed the steps being taken to ensure alternative means of providing services currently undertaken by the CDA – e.g. by third sector groups.

The following concerns were raised by the Committee:

- The current premises at Rhyl railway station are centrally located and easily accessible to individuals via public transport. Alternative venues such as the Foryd Centre may not be so accessible.
- The potential impact on jobs once the accommodation has been surrendered and the CDA closes.
- To what extent had consultation regarding the closure of the premises and Agency been carried out?

The Service Manager for Strategic Development assured the Committee that the Foryd Centre premises were within 500 yards of the station on Princes Street.

It was explained that until 5 years ago there had been 5 members of staff working for the Community Development Agency, these had slowly been reduced to 2 employees and the Agency would have closed had it not been for funding received from the New Work Connections (NWC) project. It was envisaged that the 2 employees currently working in the Community Development Agency would be redeployed into a community support role within the Service.

Other staff had been employed by New Work Connections. They were employed on short term contracts with full knowledge that future employment depended on further grant funding being received.

The closure of the Agency had been discussed with all individuals who had use of the facility. There was recognition that the same level of discussion had not been had with the wider communities but Elected Members from Prestatyn and Rhyl had participated in a workshop that went through the exit strategy.

The changes to the service were undergoing full consultation and an Equality Impact Assessment is being undertaken. The service would continue for the next 3 months whilst discussions with 3rd party groups continue to seek alternative provision.

The Committee referred to the figures showing the facilities usage over a 3 month period and asked for the statistics for the preceding 12 months. They also asked for

the figures to show a breakdown of how many people outside of Rhyl used the facility?

**Resolved: -**

- (a) *that subject to the observations made and the provision of the required information that the Committee endorse the actions being taken to ensure alternative ways are found for providing the range of services currently provided by the Community Development Agency on the reduction in their budget of £25,000; and*
- (b) *that an information report be provided to the Committee in the autumn of 2014 detailing the progress made in securing alternative delivery arrangements and premises for the purpose of delivering the Agency's services.*

## **6 IN-HOUSE PROVIDER VISIT 2013/14 OVERVIEW**

The Head of Adults and Business Services presented a report on the progress of In-House provider visits and the feedback received as a result of the visits. He explained that elected members visited the County's social care establishments on a rota basis and provided feedback that enabled an action plan to be compiled to address deficiencies or areas of concern.

In the main feedback was positive and management endeavoured to implement recommended improvements quickly, particularly those without budgetary implications.

Overall it was reported that standards of care were of very good quality and any concerns raised tended to be regarding buildings' maintenance issues. Any major work requirement would need to be discussed with Finance.

The Committee commended the care and services provided by the Authority in these establishments. It was acknowledged that residential social care provision was expensive and that some local authorities no longer provided such services. Denbighshire may in the near future have to consider whether it could continue to provide the same level of care provision establishments. The Chair requested a condition survey report on the Authority's social care establishments with a view to investigating which were fit for purpose.

The Head of Internal Audit raised the issue of lax adherence to policies in some of the establishments – particularly around signing in, fire drills and security – which are improving following his intervention.

The Chief Executive (CE) also suggested looking at the value for money aspect of the in-house services, It was noted that there was a cost of approximately £5 million associated with providing residential homes used by 70/80 individuals. The CE highlighted that other Local Authorities did not have this type of provision as it was discretionary not statutory and questioned whether it was affordable. He expressed the view that these were “big ticket” issues that needed exploration and suggested



the Committee start the discussion on alternative ways of carrying out present in-house activities.

It was suggested that a comparison could be made with the private sector regarding cost per head of such a service provision. The Chair responded that the use of task and finish groups had been discussed at the recent Scrutiny Chairs and Vice-Chairs Group (SCVCG) and suggested that this would be an ideal subject for a task and finish group. He agreed to broach the proposal at the next SCVCG meeting.

**Resolved:** - *to note the information provided on the In-House Provider Visits and that a cross-Scrutiny Task and Finish Group be established with a view to examining value for money options for delivering high quality social care services in the County.*

## 7 AGRICULTURAL ESTATE

### EXCLUSION OF PRESS AND PUBLIC

**RESOLVED** that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following items of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 12, 13 and 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

### PART II

The Lead Member for Finance and Assets gave an overview of the confidential report previously circulated. He highlighted the particular relevance of distinguishing between the two types of tenancy agreements currently in place.

Tenancies held under the Agricultural Holdings Act 1986 (AHA '86) are favoured towards the tenants with maintenance responsibilities held by the Authority. They are seen as lifetime tenancies, should the tenant cease farming the Authority would be liable to provide alternative accommodation. Alternately tenancies formed under the Farm Tenancies Act 1995 (FBT '95) offer more flexibility to liaise with tenants and the onus for repairs and maintenance is down to the tenant rather than the landlord.

Property Services are actively working on freeing up farm property for disposal by moving tenants under AHA '86 terms to alternative farms with less of a maintenance requirement / budget burden. However they are only a small team who are dependent on fee income who have been called to deal with other Corporate Priorities - e.g. compulsory purchases in West Rhyll and condition surveys of arms length corporation sites – which left only the 0.5 full time equivalent surveyor to work on the back log of agricultural estates issues.

Cllr. Hughes raised concerns that houses on farms do not fall under the requirement of Welsh Housing Quality Standard, that they may be dilapidated, cramped and not fit for purpose for a family. Cllr. Hughes suggested that capital receipts for agricultural estate disposal should be used for renovation of farm houses.

Cllr. Thompson-Hill responded that there was previously a policy of ring fencing capital receipts but it wasn't delivering the levels of funds needed. The Authority have had to focus on the health and safety aspect of the estates rather than the renovation.

The Valuation & Estate Manager (VEM), David Mathews confirmed that some farm buildings are in so much need of work that it would be more cost effective to replace than repair them. Where the work is required on the farm house the best solution would be disposal. He ruminated that the Authority could retain a sizeable agricultural estate but significant changes needed to be made.

Cllr. Roberts questioned the absence of a professionally qualified Rural Practice Surveyor within the Council and the risk this imposed. The VEM responded that they are employed as consultants when finances allow and they are needed – for rent reviews for instance.

Cllr. Roberts asked for clarification regarding the use of Legal resources. The VEM confirmed that they usually consult the in-house legal executives but the FTA '95 also provides for valuers / surveyors to draw up the tenancies. The VEM has been undertaking this role as he has several years' experience and understands the language involved.

A discussion ensued regarding the current position of County farms including tenant's leases, usage, rents and alternative options. Members asked whether there was enough emphasis on generating capital receipts by disposal of agricultural properties? Where disposal was not an option why was the rental income far less than would be expected in the private sector?

The Property Manager, Dave Lorey, conceded that the strategy for agricultural estates needed to be reviewed as did the terms of reference for the Agricultural Estate Board.

**Resolved: - that**

- (a) a meeting of the Agricultural Estate Working Group be convened urgently with a view to devising a clear long-term vision for the Council's Agricultural Estate and develop a robust strategy to deliver the vision. The Working Group should to review its Terms of Reference, meet on a regular basis and conduct a condition survey of all holdings with a view to delivering the vision; and*
- (b) a report be presented to the Committee at its meeting on 12 June 2014 outlining the progress achieved to date in progressing the above*

## 8 SCRUTINY WORK PROGRAMME

The meeting resumed in open session for the remainder of the business.

### PART I

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

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

- a) the information report on condition of the County's schools should be available by the May meeting of the Committee.
- b) The Draft Director of Social Services Annual Report for 2013/14 be included on the work programme for the Committee's forward work programme for its meeting on 17 July.
- c) An update of Agricultural Estate matters be brought back to the 12 June meeting.
- d) The Provision of CCTV and Out of Hours Services will subsequently be moved onto the agenda for 17 July.

**Resolved** – *that subject to the above amendments and agreements, the Work Programme as set out in Appendix 1 to the report be approved.*

## 9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillor D. Owens informed the Committee that he and Councillor P.W. Owen had recently visited the Revenues and Benefits Department in Rhyl. He informed the Committee that huge problems were being caused by the introduction of the new Universal Credit payment.

They had also visited the Pavilion Theatre staff in Rhyl and had been impressed with the team work ethos shown by the staff, he suggested that the team be highlighted as an example to other departments. Councillor A. Roberts proposed that a letter of recognition be sent to the staff at both the Theatre and the Revenues and Benefits Department acknowledging their commitment.

Councillor A Roberts advised that he had recently attended School Standards Monitoring Group (SSMG) meetings at which the performance of two schools had been examined in detail.

Councillor R. Davies updated the Committee on the plans to wrap a pillar in the middle of the canteen/sports hall at Ysgol Plas Brondyffryn (YPBD) in cladding to reduce the risk of possible collision injuries. He also highlighted the issue of

children from YPBD having to travel to Rhyl for swimming sessions and requested a notice of clarification that the pool at Denbigh Leisure Centre is not solely for Denbigh High School's use.

**Resolved** – *that the reports be received and noted.*

**Report To:** Performance Scrutiny

**Date of Meeting:** 1<sup>st</sup> May 2014

**Lead Member / Officer:** Julian Thompson Hill / Hywyn Williams

**Report Author:** Gerry Lapington

**Title:** Health, Safety Annual Report

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

This report provides an update on Health and Safety management within DCC as seen from the perspective of the Corporate H&S team.

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

To provide information regarding an annual update on H&S management in DCC

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

The committee review the report and comment on the activities and observations of the CH&S team.

## **4. Report details**

### **4.1 Summary**

4.1.1 During the past year we have seen some positive changes in the safety culture within DCC. This has been particularly noticeable in the Social services areas where we have had many requests for training, support and advice. There has also been a real change within Highways initially driven by the fatality in Conwy in September 2013 and the associated investigation by the HSE.

4.1.2 There has been a step change in the amount of training and workplace monitoring that has taken place and this in turn has made the CH&S team more visible and less feared by those who have encountered us. One of the more difficult tasks has been to convince people that we are there to help them and that we are advisors and facilitators, not regulators.

4.1.3 In general DCC is seen by the HSE as having a developing positive safety culture and on some specific occasions what we have done has been held up as good practice e.g. our Strong Leadership methodology, our asbestos management process in housing and our open water management processes. Regardless of this positive message we must continue to focus on driving a positive safety culture, we must provide managers with the tools to help them fulfil their statutory duties and ensure that all our people remain safe whilst in work.

4.1.4 A significant none planned element of our work continues to be reactive where we respond to incidents and requests for support. This is an important element of what we do and is also a significant drain on our resources.

4.1.5 Although we have seen significant improvements in H&S management we continue finding weaknesses in local management systems. We must continue to drive and support the H&S management improvement process.

## **4.2 Background**

4.2.1 In 2011 the six North Wales Local Authorities were tasked by the Health and Safety Executive (HSE) to make H&S management improvements through a process called "Strong Leadership". The focus of the process was to ensure compliance with regulation 5 of the Management of Health and Safety at Work Regulations (MHSWR) which requires that *"Every employer shall make and give effect to such arrangements as are appropriate, having regard to the nature of his activities and the size of his undertaking, for the effective planning, organisation, control, monitoring and review of the preventive and protective measures"*.

4.2.2 DCC planned, developed and implemented a process to fulfil the requirements of this specific regulation. HSE feedback of our methodology and progress has been positive and shared with the other LA's in North Wales.

4.2.3 The DCC process began with a hazard and Gap analysis of the H&S risks faced at corporate, service, school and team levels. Information from the analysis was used to drive a new way of working for the CH&S team that is more supportive of line managers and their teams which in turn is supporting the development of a positive H&S culture throughout DCC. Appendix 1 shows an example hazard and Gap analysis

4.2.4 The main outcomes of the analysis have been the planning and development of a H&S web page, a significant in-house H&S training program, visibility through monitoring activities and site visits.

4.2.5 Information provided during the hazard and Gap analysis enables the CH&S team to plan some of its work load. Appendix 2 shows the team's forward work and training plans for 2014

## **4.3 Training 2013 \ 2014**

4.3.1 Before 2013 a significant amount of H&S training was bought in. Although this professional training usually comes with nationally recognised accreditation it is costly (circa £950 per day) and tends to be generic. CH&S team members are at the same professional level to external training providers so on the basis of this we now provide the majority of H&S training from our own resources. This change has enabled us to make the training DCC and team specific as well as offering a substantial cost saving. The only compromise with this method is that the training does not carry national accreditation however we do align how we train to recognised standards and we display the DCC logo on our certificates

4.3.2 A significant amount of driving advice and driver training is carried out by our Road Risk advisor. The main focus of this support is fleet drivers however support is offered wherever it is requested.

4.3.3 Examples of internally provided courses

- Managing safely in DCC. A two day course for managers, supervisors and staff
- H&S awareness. The principles and practice of safety management for any employee
- Risk assessment. A one day practical workshop type course for any employee
- Driver Certificate of Professional Competence (CPC) for professional drivers
- Fire safety awareness. A course for building managers, school site mangers
- Manual Handling of objects. A short 2 hour course for any employee
- Corporate induction. As part of the corporate induction process

- Care home safety management.
- Hazardous substances, confined spaces, construction safety, short courses

#### **4.4 Monitoring by CH&S**

4.4.1 Regulation 5 of the MHSWR requires organisations to monitor how H&S is actually managed. Below are some examples of monitoring activities carried out by the CH&S team in 2013 \ 2014 based on priorities developed from the analysis

- Independent care homes in support of Adult and Business Services
- Emergency rest centres in support of the joint emergency planning unit.
- Control of Legionella bacteria in water systems in social housing
- Property Services “control of Legionella bacteria in water systems”
- Managing Cryptosporidium in DCC swimming pools.
- Cefndy Healthcare general factory safety arrangements
- Asbestos management in housing refurbishments. This area was later inspected by the HSE who provided very positive feedback.
- Open water safety management (Following a fatality in Flintshire). DCC again received positive feedback from the HSE
- Lone worker systems in social Services. A significant finding of the Hazard and Gap analysis was that lone worker management controls need to be more robust at local team level, this is driving a review of the Social Services Lone Worker “Guidance and Procedures” supported with training and team focussed support

4.4.2 Monitoring at the corporate level is only one element of the monitoring process. Senior managers and line managers are advised that they must continue to monitor activities under their control.

#### **4.5 Fire safety**

DCC has an internal fire safety management team in place that carries out fire risk assessments (FRA's) on all DCC facilities. A flexible program of FRA reviews is in place. The flexibility of the program enables us to respond reactively to requests from the regulator or other sources. Feedback from the Fire Service as the regulator continues to be positive.

#### **4.6 HSE**

4.6.1 We have regular contact with HSE inspectors. Although HSE Has provided us with positive feedback on a number of occasions we must not become complacent. A single failing with a significant outcome could undo all the positive work.

4.6.2 It should be noted that the HSE now operates a “fee for intervention” process. From the moment a material breach of H&S legislation is identified a charge is levied on the offending organisation. This cost is currently £124 per hour

#### **4.7 Staff protection register**

This is a process for enabling the flagging up of individuals or addresses where there is considered to be a significant H&S threat to DCC workers.

The new intranet based Staff Protection Register has been installed on the DCC system and will soon go live. This new system and supporting process is compliant with data protection legislation.

#### **4.8 Accident / Incident Reporting**

4.8.1 The DCC electronic accident and incident reporting form is accessed via the intranet. The process is managed by the CH&S team, all data is stored electronically in the EDRMS system.

- Our current statistical reporting capability is weak. CIVICA have been working with ICT to develop our full reporting capability for some time. The accident statistics for the financial year April 2013 to March 2014 are shown as appendix 3

#### **4.9 Schools**

4.9.1 The unusual status of schools with regard to H&S poses a disproportionate risk to DCC for the risk level present. Schools are able to use their remote management structures and delegated budgets in a way that reduces centralised influence. We attempt to mitigate the risks to people in schools and to DCC corporately by providing a range of training courses, guidance documents, personal support and site visits. E.G. we recently carried out a H&S awareness training program for catering staff.

4.9.2 The team works closely with the business managers for the clusters and we investigate any RIDDOR level (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) incidents reported by schools.

#### **4.10 CH&S Team structure**

During the past year the CH&S team structure was reviewed and modified. The main reasons for the changes were to offer cost savings, provide development opportunities and help us with staff retention whilst maintaining a professional service. This has been achieved although the formal HR processes are not yet completed.

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

The information contributes to the knowledge and understanding of the council about the arrangements in place for the management of Health and Safety.

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

There is no additional cost identified with the information. The CH&S team support all services within DCC

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

This report is an information update on existing activities and has no adverse equality impact.

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

Consultation has been carried out with the Lead Councillor for H&S, Lead officer for H&S and Head of Service

#### **9 Chief Finance Officer Statement**

This is an update report and has no direct financial impact.

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

This report indicates the council's progress on minimising H&S risk

#### **11 Power to make the Decision**

The Health and Safety at Work etc. Act 1974, Section 2 requires amongst other things the sharing of H&S related information and a review of H&S measures.



## Appendix 1

### Showing how the strong leadership methodology is being used to drive improvements

An example of an initial (2012) hazard analysis from the Reablers team in Social Services (local perception of their position)

- Column "A" lists the locally identified hazards associated with the work that the team does.
- The red cells in column "D" indicate a local recognition that there is a significant lack of systems in place for the identified hazard
- The red cells in Column "C" indicate a the local perception of where there is a significant level of risk of injury
- The red cells in column "B" indicate where there is a locally perceived high risk of enforcement action if the regulators become involved

| Column A                                   | B                                   | C              | D                    |
|--------------------------------------------|-------------------------------------|----------------|----------------------|
| Hazard identification and RAG analysis     |                                     |                |                      |
|                                            | For target condition - hover in box |                |                      |
| List of identified hazards                 | Exposure to enforcement action      | Risk of injury | DCC systems in place |
| Moving & Handling of people                | Yellow                              | Yellow         | Yellow               |
| Lone Working                               | Yellow                              | Red            | Yellow               |
| Stress                                     | Yellow                              | Yellow         | Green                |
| Personal Protective Equipment              | Green                               | Green          | Green                |
| Slips, Trips and Falls                     | Green                               | Yellow         | Yellow               |
| Aggressive or Unpredictable Behaviours     | Green                               | Yellow         | Green                |
| Hazardous waste - clinical/medical/general | Green                               | Yellow         | Green                |
| Food Preparation                           | Green                               | Green          | Green                |
| Animals / Pets                             | Green                               | Yellow         | Green                |
| Medication                                 | Green                               | Green          | Green                |
| Room Temperatures                          | Green                               | Yellow         | Green                |
| Environment                                | Yellow                              | Yellow         | Yellow               |
| Weather                                    | Green                               | Yellow         | Green                |
| Hoists                                     | Yellow                              | Yellow         | Yellow               |
| Display Screen Equipment                   | Green                               | Green          | Green                |
| Fire                                       | Yellow                              | Yellow         | Yellow               |
| Infection Control                          | Green                               | Yellow         | Green                |
| Driving                                    | Yellow                              | Red            | Yellow               |
| Locations                                  | Green                               | Yellow         | Green                |
| Manual Handling of objects                 | Yellow                              | Yellow         | Yellow               |
| Smoking                                    | Green                               | Green          | Green                |
| Telecommunications "black spots"           | Yellow                              | Red            | Red                  |

## The same hazard analysis in late 2013 from the Reablers team

- This updated example shows how safety management systems have been improved. (This is the local perception of their position)
- A large amount of H&S awareness and risk assessment training has taken place with managers and staff
- The main focus in Social Services areas has been on general H&S compliance and lone worker safety
- Manual handling of objects training is part of the CH&S team training portfolio. Social Services have a moving and handling of people trainer
- However good our systems are, there will always be a residual risk associated with our activities.

| Hazard identification and RAG analysis     |                                     |                |                      |
|--------------------------------------------|-------------------------------------|----------------|----------------------|
| List of identified hazards                 | For target condition - hover in box |                |                      |
|                                            | Exposure to enforcement action      | Risk of injury | DCC systems in place |
| Moving & Handling of people                | Green                               | Yellow         | Green                |
| Lone Working                               | Yellow                              | Yellow         | Green                |
| Stress                                     | Green                               | Yellow         | Green                |
| Personal Protective Equipment              | Green                               | Green          | Green                |
| Slips, Trips and Falls                     | Green                               | Yellow         | Green                |
| Aggressive or Unpredictable Behaviours     | Green                               | Yellow         | Green                |
| Hazardous waste - clinical/medical/general | Green                               | Yellow         | Green                |
| Food Preparation                           | Green                               | Green          | Green                |
| Animals / Pets                             | Green                               | Yellow         | Green                |
| Medication                                 | Green                               | Green          | Green                |
| Room Temperatures                          | Green                               | Green          | Green                |
| Environment                                | Green                               | Yellow         | Green                |
| Weather                                    | Green                               | Green          | Green                |
| Hoists                                     | Yellow                              | Yellow         | Yellow               |
| Display Screen Equipment                   | Green                               | Green          | Green                |
| Fire                                       | Green                               | Yellow         | Green                |
| Infection Control                          | Green                               | Yellow         | Green                |
| Driving                                    | Yellow                              | Yellow         | Yellow               |
| Locations                                  | Green                               | Yellow         | Green                |
| Manual Handling of objects                 | Green                               | Yellow         | Green                |
| Smoking                                    | Green                               | Green          | Green                |
| Telecommunications "black spots"           | Yellow                              | Yellow         | Green                |

## Initial GAP analysis (2012) for the same team

|    | Self assessment questionnaire - GAP analysis                                                                         | RAG   |
|----|----------------------------------------------------------------------------------------------------------------------|-------|
|    | Section \ operational level - standard questions                                                                     |       |
| 1  | Is the relevant H&S policy statement readily available for your team to read?                                        | Green |
| 2  | Do team members know where they can see a copy of the policy?                                                        | Green |
| 3  | Are there risk assessments for the tasks \ activities that you and your team do?                                     | Red   |
| 4  | Were you or your colleagues and operatives involved in their development?                                            | Red   |
| 5  | Are there SSoW for the work that you do?                                                                             | Green |
| 6  | Were you or your colleagues involved in their development?                                                           | Red   |
| 7  | Do you and the team work the way described in the SSoW?                                                              | Green |
| 8  | Do you and team members know where to find H&S guidance on any specific subject? (Documentation or competent advice) | Red   |
| 9  | Are all of the specific areas of H&S legislation related to your work covered in your risk assessments and SSoW?     | Red   |
| 10 | Have you and your team been trained to carry out your work activities?                                               | Green |
| 11 | Is there a current training record?                                                                                  | Green |
| 12 | Is the way the team works ever assessed \ checked? (supervised \ monitored)                                          | Green |
| 13 | Are your risk assessments, SSoW, competence requirements reviewed and recorded on a regular basis?                   | Green |
| 14 | Are there any consequences for not following your working procedures?                                                | Green |
| 15 | Is PPE \ RPE that you need provided?                                                                                 | Green |
| 16 | Where PPE \ RPE is provided is it always used?                                                                       | Green |
| 17 | Is the PPE \ RPE provided for free and replaced whenever needed? (E.g. damage or change in conditions)               | Green |
| 18 | Do you know where to get first aid assistance if you need it?                                                        | Red   |
| 19 | Is there someone to go to if you or the team are in doubt, need support or think something is wrong?                 | Green |
| 20 | Are there any routines carried out by your team? (workplace checklists, vehicle checks, equipment checks etc)        | Green |
| 21 | Is there a copy of the HSE's Health and Safety Poster displayed in the workplace?                                    | Green |
| 22 | Is there a copy of the current employers liability insurance certificate displayed in the workplace?                 | Green |

Date of assessment 15.06.2012

Area \ function assessed

Local contact(s)

Assessed by

Ruthin County Hall Social Services

Sophie Cawdry and Chris Robinson

**GAP analysis late 2013 for the same team**

| Self assessment questionnaire - GAP analysis                                                                         | RAG    |
|----------------------------------------------------------------------------------------------------------------------|--------|
| <b>Section \ operational level - standard questions</b>                                                              |        |
| Is the relevant H&S policy statement readily available for your team to read?                                        | Green  |
| Do team members know where they can see a copy of the policy?                                                        | Green  |
| Are there risk assessments for the tasks \ activities that you and your team do?                                     | Yellow |
| Were you or your colleagues and operatives involved in their development?                                            | Green  |
| Are there SSoW for the work that you do?                                                                             | Green  |
| Were you or your colleagues involved in their development?                                                           | Yellow |
| Do you and the team work the way described in the SSoW?                                                              | Green  |
| Do you and team members know where to find H&S guidance on any specific subject? (Documentation or competent advice) | Green  |
| Are all of the specific areas of H&S legislation related to your work covered in your risk assessments and SSoW?     | Yellow |
| Have you and your team been trained to carry out your work activities?                                               | Green  |
| Is there a current training record?                                                                                  | Green  |
| Is the way the team works ever assessed \ checked? (supervised \ monitored)                                          | Green  |
| Are your risk assessments, SSoW, competence requirements reviewed and recorded on a regular basis?                   | Green  |
| Are there any consequences for not following your working procedures?                                                | Green  |
| Is PPE \ RPE that you need provided?                                                                                 | Green  |
| Where PPE \ RPE is provided is it always used?                                                                       | Green  |
| Is the PPE \ RPE provided for free and replaced whenever needed? (E.g. damage or change in conditions)               | Green  |
| Do you know where to get first aid assistance if you need it?                                                        | Green  |
| Is there someone to go to if you or the team are in doubt, need support or think something is wrong?                 | Green  |
| Are there any routines carried out by your team? (workplace checklists, vehicle checks, equipment checks etc)        | Yellow |
| Is there a copy of the HSE's Health and Safety Poster displayed in the workplace?                                    | Green  |
| Is there a copy of the current employers liability insurance certificate displayed in the workplace?                 | Green  |

Date of assessment November 2013

Area \ function assessee

Local contact(s)

Assessed by

Ruthin Cour

## Appendix 2

### CH&S forward work plan for 2014 into 2015

|  |                                   |
|--|-----------------------------------|
|  | All team                          |
|  | All with Richard and Alan as lead |
|  | All with James as lead            |
|  | Gerry, Steve, intranet team       |
|  | Dave                              |
|  | Dave lead with all team support   |
|  | Vince, Rich, James                |

|  |                          |
|--|--------------------------|
|  | Gerry, Alan Beverley     |
|  | Gerry, Alan housing team |
|  | Rich, James              |
|  | Gerry                    |
|  | Gerry, Rich, SS OT's     |
|  | Jas, Rich, James         |
|  | Jas                      |

|                                    |
|------------------------------------|
| <b>Committees (quarterly)</b>      |
| CH&S (maximum representation)      |
| SSH&S (Gerry or Rich)              |
| Env group Jas or James)            |
| Office group (Dave or ?)           |
| Education and SSG (Gerry or James) |
| Planning and PP (any)              |

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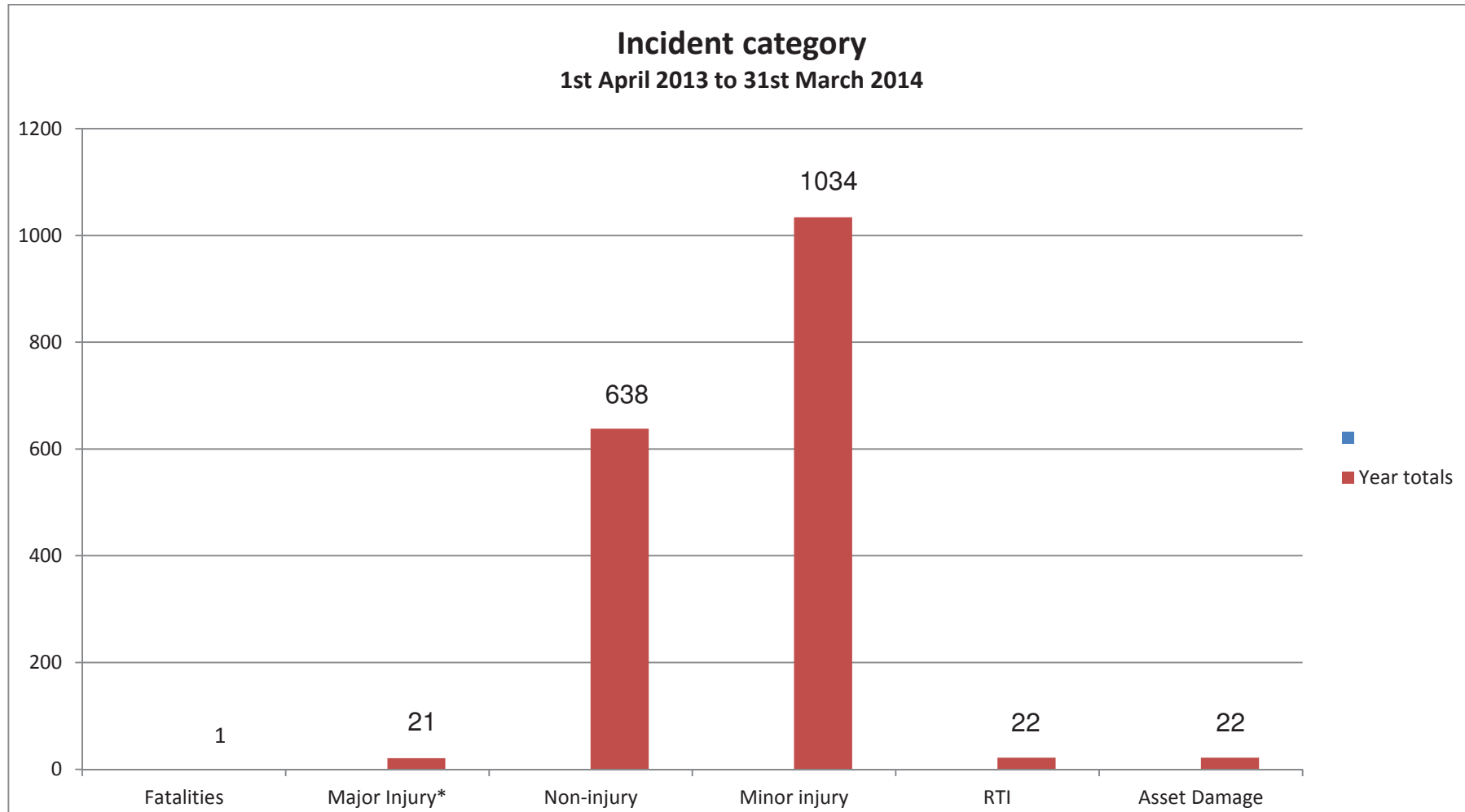
|                                                | Jan 2014                           | Feb 2014 | Mar 2014 | Apr 2014                           | May 2014 | Jun 2014 | Jul 2014                           | Aug 2014 | Sep 2014 | Oct 2014                           | Nov 2014 | Dec 2014 | Jan 2015 | Feb 2015 | Mar 2015 |
|------------------------------------------------|------------------------------------|----------|----------|------------------------------------|----------|----------|------------------------------------|----------|----------|------------------------------------|----------|----------|----------|----------|----------|
| <b>Office based</b>                            |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Reactive work - daily activity                 |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| A/I reviews and responses - daily activity     |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Development of CIVICA                          |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Review intranet based guidance                 |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Review school H&S manual                       |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| <b>Develop new guidance</b>                    |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Handling and moving of people                  |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| <b>Fire</b>                                    |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Develop and implement fire management system   |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| FRA review program \ system monitoring         |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| <b>H&amp;S</b>                                 |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Review Corporate Asbestos management plan      |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Review housing asbestos mgmt plan              |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Review property asbestos mgmt plan             |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Review property Legionella mgmt plan           |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Review Housing Legionella mgmt plan            |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Independent care home monitoring               |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| School kitchens monitoring                     |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Cefndy healthcare ongoing support \ monitoring |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Fleet depot monitoring                         |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Team Monitoring visits (Fire + H&S)            |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Countryside review                             |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| School monitoring (EVC,                        |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| SLT \ CET \ CH&S reports                       |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| CH&S and service committees                    |                                    |          |          |                                    |          |          |                                    |          |          |                                    |          |          |          |          |          |
| Training                                       | See training tab for training plan |          |          | See training tab for training plan |          |          | See training tab for training plan |          |          | See training tab for training plan |          |          |          |          |          |

# 2014 CH&S Training program

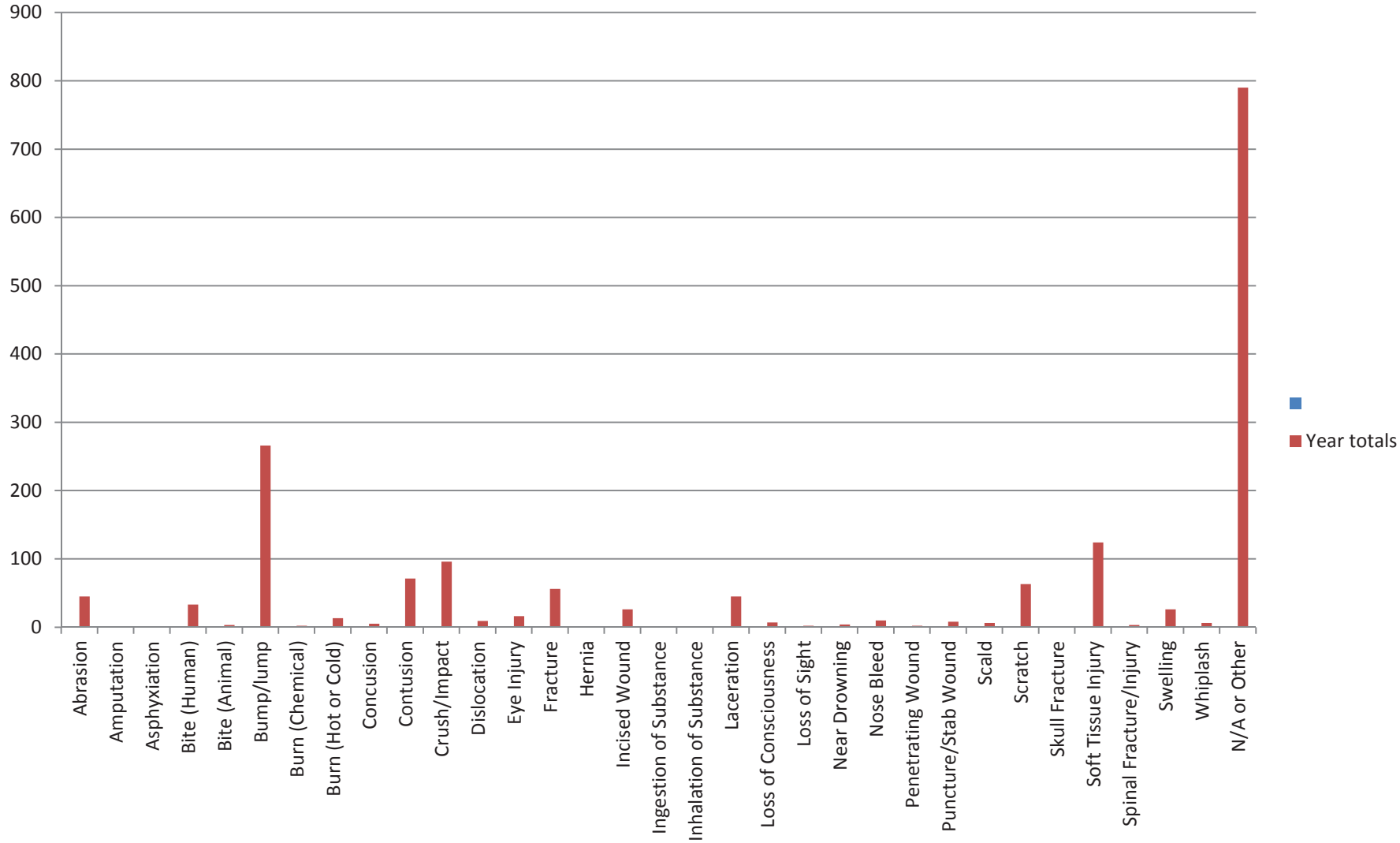
Key Tentative Done Ongoing Arranged (And on itrent)

|                                                          | Oct 2013 | Nov 2013 | Dec 2013 | Jan 2014 | Feb 2014  | Mar 2014 | Apr 2014  | May 2014 | Jun 2014 | July 2014 | Aug 2014 | Sep 2014 | Oct 2014 | Nov 2014 | Dec 2014 |
|----------------------------------------------------------|----------|----------|----------|----------|-----------|----------|-----------|----------|----------|-----------|----------|----------|----------|----------|----------|
| Deliver Managing safely in DCC (2 days)                  |          |          |          |          |           |          |           |          | 24&25th  |           |          |          |          |          |          |
| RA full (0.5 day)                                        |          |          |          |          | cancelled |          | 7th April |          |          |           |          |          |          |          |          |
| Safety awareness (0.5 day)                               |          |          |          |          | <Numbers  |          |           |          |          |           |          |          |          |          |          |
| RA awareness short (1.5 hours)                           |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Independent care homes - H&S awareness support (0.5 day) |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| DCC care home H&S awareness                              |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Fire safety systems (2 hours)                            |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Fire awareness, general (2 hours)                        |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Fire safety in care homes (4 hours)                      |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Fire safety in schools (2 hours)                         |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Asbestos awarenes (A) (3.5 hours)                        |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Asbestos awareness (B) (3.5 hours)                       |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| COSHH awareness (1.5 hours)                              |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Confined spaces awareness (1.5 hours)                    |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| WAH awareness (1.5 hours)                                |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| School site managers (1 day)                             |          |          |          |          |           |          |           |          | 14th May |           |          |          |          |          |          |
| School staff H&S awareness (3 hours)                     |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| New head teachers                                        |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Newly qualified teachers                                 |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| School governors                                         |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Prep for work placement (schools) (1 hour) x many        |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Legionella awareness (1.5 hours)                         |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Lone worker safety awareness (1.5 hours)                 |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Manual handling of objects (1.5 hours)                   |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Armed response                                           |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Conflict management (1 day)                              |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| County Councillors                                       |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| H&S Champions \ coordinators                             |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| corporate induction                                      |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| <b>Road risk \ driver training</b>                       |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Fleet Drivers Assessments                                |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Drivers CPC                                              |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| 4 X 4 & ATV Training                                     |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Vocational Driver Training                               |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Driver Awareness Classroom based                         |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Mini Bus Assessments Schools/Youth                       |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |
| Plant & Miscellaneous                                    |          |          |          |          |           |          |           |          |          |           |          |          |          |          |          |

Accident statistics April 2013 to March 2014 inclusive

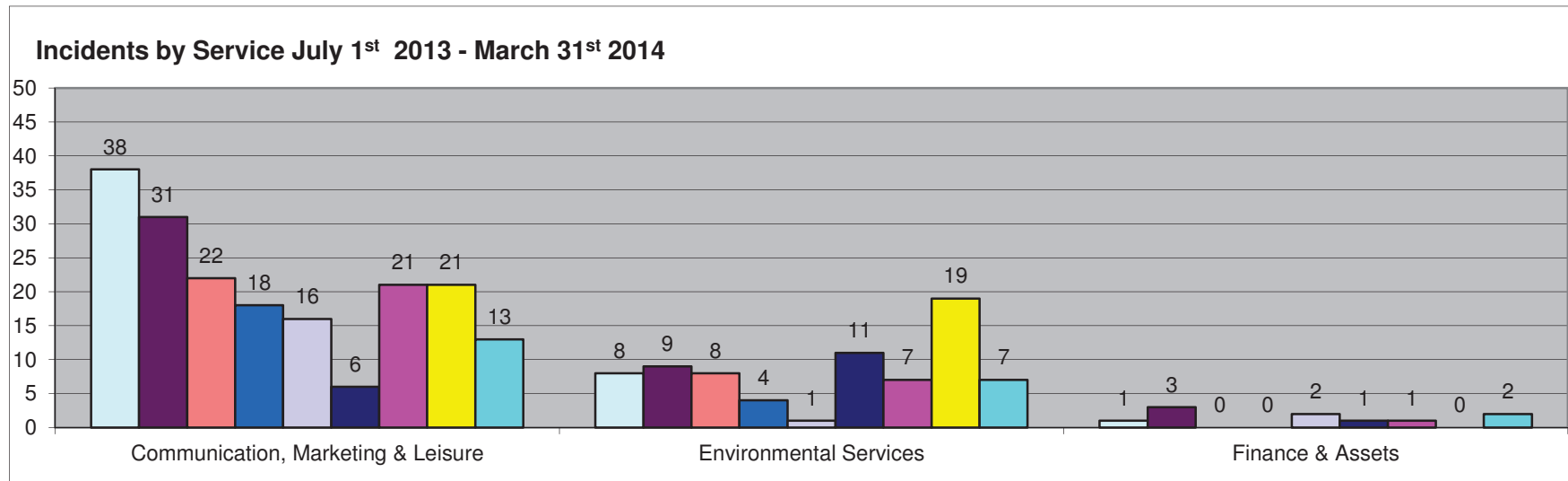
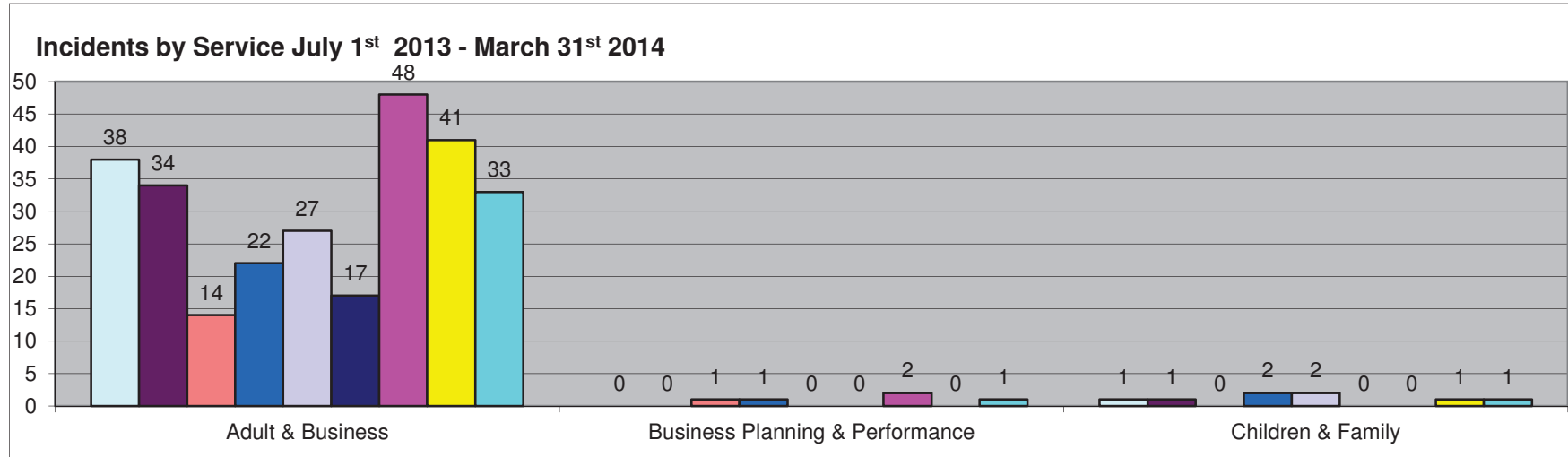


### Type of injury 1st April 2013 to 31st March 2014

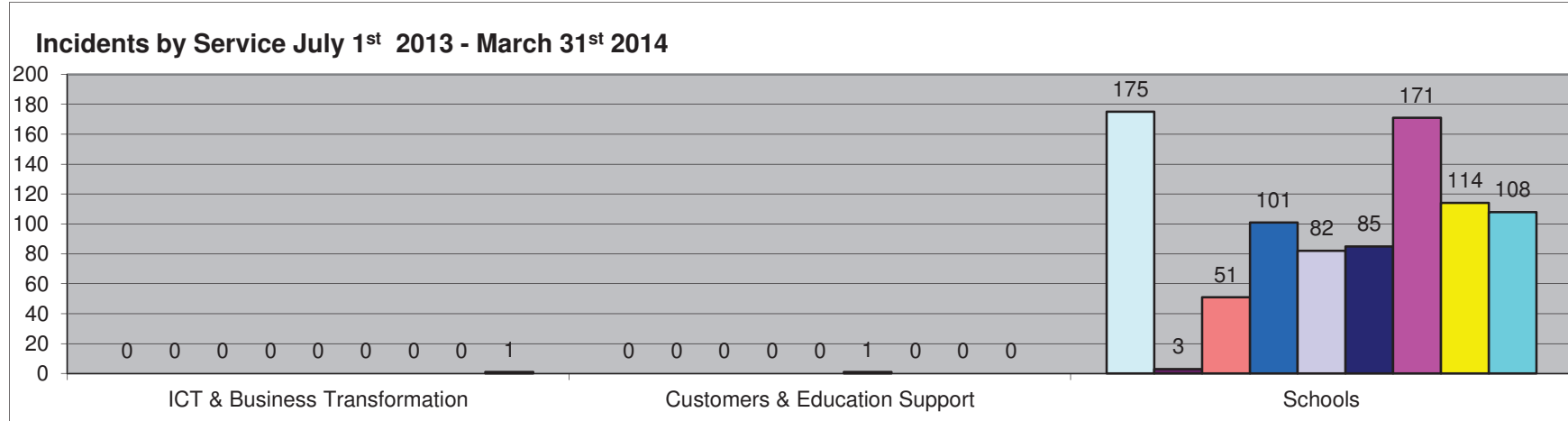




The following five graphs show service data for the past nine months (April, May, June 2013 data corrupted) in CIVICA







**\*Note scale change on this graph to 200\***

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**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 1 May 2014

**Lead Member / Officer:** Councillor Hugh Irving

**Report Author:** Peter McHugh

**Title:** Housing Service Improvement Plan

---

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

The report details the service improvements made to the Housing Service as a result of the “mock inspection” carried out by the Housing Quality Network in 2011 and outlines the performance management framework which has been established to support the service aim of continuous improvement.

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

This report shall enable members to review the progress which has been made in relation to the key weaknesses identified within the “mock inspection” and to comment upon the performance management framework which has been developed.

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

That the Committee:

- 3.1. Notes the progress which has been made in relation to service improvement
- 3.2. Provides observations and comment upon the performance management framework which has been developed.

## **4. Report details**

### **4.1. Mock Inspection – August 2011**

The Head of Housing was appointed in April 2011 and in July 2011 commissioned a “mock inspection” from the Housing Quality Network to assess performance of the service against established audit commission ratings which ranged from 3 star excellent service (top 25% of performers across the UK) to 0 star performers (bottom 10% of performers).

The inspectors used a variety of tools of techniques to undertake the inspection which included a desk top review, mystery shopping, focus group interviews, 121 meetings with staff, tenants and residents, analysis and assessments of key documents which informed their findings. The findings were then reviewed and moderated by an independent team to ensure they were consistent, rigorous and robust.

The findings from the mock inspection concluded that the service was predominantly a “traditional landlord service”, it was reactive not proactive, weaknesses outweighed strengths and commons problems were experienced across all teams.

The inspection identified a number of key areas of concern which included:

- No performance management system was in place
- Lack of confidence in the IT system which resulted in lots of manual or non standardised processes
- No Customer satisfaction data was collected
- No benchmarking was undertaken
- No defined relet standard existed

The Housing Quality Network therefore concluded that the service was a “0” star performer and required significant improvement.

#### 4.2 Service Response to the Mock Inspection

The mock inspection provided a very damning verdict on the performance of the service and was met by a combination of shock, incredulity, anxiety and denial by some managers and staff. Further internal audit reports relating to maintenance and income management services were received which give further cause for concern.

However, the mock inspection was also a catalyst for change and discussions with staff confirmed that most staff members yearned for change and were up for it. Given the scale of the challenge and the fact that every single service area had been assessed as being weak the Head of Housing embarked upon a root and branch review and restructuring programme.

A quality and performance team was established with the stewardship of a newly appointed Quality and Performance Manager who has taken a lead role in developing the performance management framework.

The following services have been restructured to meet the recommendations arising from the mock inspection:

- Senior Management Team
- Housing Management
- Tenant Participation
- Business Support
- Asset Management
- Warden Service
- Housing Strategy

The restructuring of the Homelessness and Housing Options Team is due to be completed in September 2014 which shall bring to a conclusion the major review and restructuring of all the key service areas bar the DLO which shall undergo significant change as a result of the Housing Excellence project.

The changes above have helped to drive forward the service improvement plans and developed a proactive approach to address the other issues and weaknesses identified within mock inspection. Key improvements to date include:

1. Performance management Framework in place (Appendix 1)
2. Excellence Housing IT Project developed to provide modern, fit for purpose IT functionality and facilitate mobile working and repairs diagnostics for the DLO and a Housing based call centre. (Appendix 2)

3. Housing Services benchmark against the All Wales Peer Group (annually and results due in November 2014) and is the only Local Authority in the whole of Wales to undertake quarterly benchmarking against comparable authorities in England. Latest results show that over 40% of Key Performance Indicators are in the top quartile against the All England peer group compared to 0% in 2011. (appendix 3)
4. Relet standard for voids has been agreed with tenants (Appendix 4)
5. Satisfaction data for the DLO repairs service runs 100% for the last repair and satisfaction with the allocation service runs at 77 %, 95% of homeless applicants were satisfied with the accommodation they were provided with and satisfaction with the homelessness service runs at 98%.
6. Homeless service has been identified as the best performing in the whole of Wales and was mentioned as an exemplar of good practice in the Williams Review
7. The service is on track to complete WHQS to all its housing stock in 2014 (one of only 4 authorities to do so) and the 5 year capital investment programme was approved by Cabinet in February 2014.
8. The service fully complies with internal audit report recommendations relating to maintenance and income management

To conclude the Housing Service has undergone a sustained period of transformation and improvement and whilst there is still work to do the service now has firm foundations on which to build and continue its programme of service improvement.

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

- 5.1 The provision of good quality housing is a corporate priority with the effective and efficient management of the Housing Service being key to ensuring this objective is achieved for tenants and residents.

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

- 6.1 The costs of service improvement plans are contained within existing budgets and the costs of upgrading the Housing IT Systems and introducing Mobile working (circa £1million) are financed through a combination of budget cuts and future revenue savings as part of a spend to save strategy.
- 6.2 The Housing Service is largely (80%) funded through the Housing Revenue Account which is ring-fenced and supported by a thirty year business plan. The service improvement strategy has had an impact upon other departments most notably Environmental Services which has resulted in Stores being outsourced and the Ground Maintenance programme shall be going out to external tender in 2014/15. Early engagement with other Heads of Service and a full consultation exercise with affected departments has helped to manage and mitigate the impact on other services.

**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.**

Each of the restructures has been supported by an equality impact assessment and the focus of the service improvement plans has been to place the customer at the heart of what we do which should ensure the service is more sensitive to and more proactive in responding to equalities issues.

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

The findings of the mock inspection, proposals for restructuring and improvement plans have been shared with the Tenant Federation.

**9. Chief Finance Officer Statement**

The cost of the improvements has been met from efficiency savings and, therefore, within existing resources - either from the Housing Revenue Account or council funded housing budgets.

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

The main risk is that performance falls to unacceptable levels. In order to manage and mitigate this risk, strong performance management is undertaken, performance is reviewed by Lead Member at 121s with the Head of Service and the service challenge process is now far more rigorous and robust.

**11. Power to make the Decision**

Article 6.3.3 of the Council's Constitution sets out Scrutiny's powers with respect to policy development and review

**Contact Officer:**

Peter McHugh Head of Housing and Community Development (Tel: 01824 712 955)





**TAI A DATBLYGIAD CYMUNEDOL  
HOUSING & COMMUNITY DEVELOPMENT**

Eich cartref, eich barn, ein amcan. Your home, your say, our mission.

## Housing & Community Development

### Quality & Performance Team

### Quality & Performance Challenge Framework

| Document Control |                                                                  |
|------------------|------------------------------------------------------------------|
| Title:           | Quality & Performance Challenge Reporting Guidelines & Framework |
| Version:         | Version 1                                                        |
| Status:          | Final                                                            |
| Date:            | April 2014                                                       |
| Controllers:     | One                                                              |
| Contacts         | Jenny Elliott                                                    |



## Governance & Reporting

The Quality & Performance Team (Q&P) developed the first Performance Management Framework (PFM) in December 2012. Performance surgeries have now evolved into performance challenge meetings, which are the driver for continuous improvement. Below is the reporting schedule that has been put in place until

. The Governance and reporting will be supported by the Q&P team.

| Date information sent out to Senior managers | Date When report needs to be updated and returned by | Date report will be sent out to management by Q & P | Performance Challenge Date |
|----------------------------------------------|------------------------------------------------------|-----------------------------------------------------|----------------------------|
| 3rd January 2014                             | 10th January 2014                                    | 21st January 2014                                   | 28th January 2014          |
| 3rd February 2014                            | 10th February 2014                                   | 18th February 2014                                  | 25th February 2014         |
| 3rd March 2014                               | 10th March 2014                                      | 18th March 2014                                     | 25th March 2014            |
| 1st April 2014                               | 8th April 2014                                       | 22nd April 2014                                     | 29th April 2014            |
| 1st May 2014                                 | 8th May 2014                                         | 20th May 2014                                       | 27th May 2014              |
| 2nd June 2014                                | 9th June 2014                                        | 17th June 2014                                      | 24th June 2014             |

Reports for the quality and performance surgery meetings will be produced quarterly by the Q&P team, with exception reporting in the intervening months.

## Overarching Department / Service Level balanced score card for Housing and Community Development

A balance scorecard approach has been developed which includes:

### Overarching Departmental

- Finances - DCC's finance report to highlight exceptions, over and underspend to ensure a balanced budget
- Sickness
- Complaints, compliments cross cutting service standards e.g. response times, how feedback has shaped service generally



## Service Level Reports

### 1) Finance

- Service level financial performance

### 2) Customers

- Service level complaints & compliments cross
- Any changes made to services as a result of complaints/ feedback
- Development & monitoring of outcomes for customers
- Customer satisfaction information
- Stakeholder feedback
- Development & monitoring of service specific standards.

### 3) Internal - Indicators & measures that the service is on track:

#### a) Staff:-

- Service level sickness
- Performance appraisals monitoring
- Management support/supervision monitoring
- Responses to issues raised from staff surveys.
- Monitoring of compliance with key requirements eg Respect booklet
- Monitoring of restructure progress

#### b) Service Improvement Plans progress

#### c) Performance Indicators & Target:-

- Key Performance Indicators
- Local / tenant Performance Indicators
- Benchmarking information

#### d) Plans & Risks:-

- Progress with Team Plans
- Monitoring of risk management.
- Progress against Service business plan actions
- Progress against other plans (eg Town & Area Plans)

### 4) Innovation, Development & Research – things we are doing to take the service forward:

- Progress against internal audit reports
- Progress in the Excellent Housing Project Plan
- Highlight reports for all project plans
- Awards & recognition for the month



In addition to the above, any reports scheduled to go Scrutiny, Cabinet, elected members, the Welsh Government or general public should be reported in the Q&P surgery meetings, where ever possible, prior to going externally within the department.

## Next Phase Improvement

Two versions of the reports will be produced for each performance challenge meeting. One will be for challenge purposes and will include details of actions/ issues brought forward from the previous meeting to ensure continuity in the challenge process.

Detailed sub service BSC's will be developed building on progress so far. eg in asset management, we would have a mini score card for each contract ranging from painting to gas servicing.

A Risk Based Approach will be introduced, ie the Q&P team will consider relaxing detailed monitoring and reporting where there is confidence that the service is able to grow and develop independently. Monitoring would then focus only on key Critical Success Factor indicators only.

Consideration of a split between strategic & operational BSC's.

Integration of service challenge reporting and service action plan follow up.

Mapping actions and progress against HQN review recommendations and identifying if there are any gaps.

A review of KPI's to ensure the indicators we are reporting against are still relevant and fit for purpose.

A review of benchmarking to ensure we are measuring our performance against the most appropriate comparable groups.

## Planning Links

We will be introducing Quality Assurance into the service planning process. This will ensure actions not completed or only partly completed from the performance challenge process are carried forward addressed in future team and/ or service business plans.

We are also conducting a review of the planning process and will be producing a clear planning timeline document with deadlines to enable proactive strategic analysis and integrated business planning for 15/16 onwards.

We intend to review the TOP template in 2014 to further improve the implementation of the "Golden Thread" which links corporate and strategic actions and priorities to team and individual actions within the department.

The "Delivery Framework" will also be revised and integrated into the planning cycle to ensure the concept of the Golden Thread is can be tracked from corporate and strategic priorities down to team plans and staff appraisal,



where this does not happen in service, this will be reported in the quality & performance challenge reports.

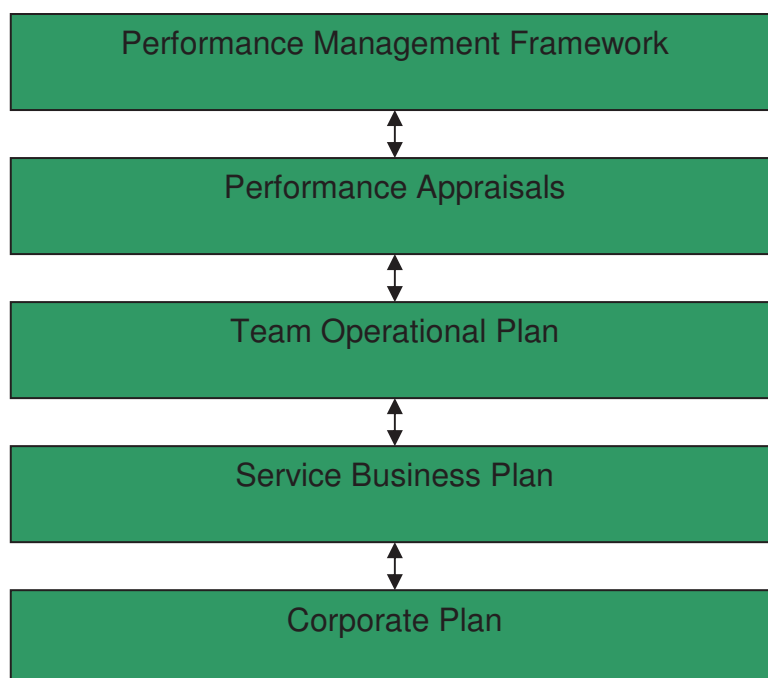
All of the above improvements will deliver an integrated and streamlined Business Planning process that is driven by a robust and comprehensive Q & PMF. This will support the Housing & Community Development aim of becoming an excellent organisation putting the customer at the heart of everything we do.

There are areas that we will need to develop further and will need to consult and work with you to do this. The areas below are some that we will be reviewing but this list is not exhaustive and will evolve as the PFM develops:

- Health & Safety reporting
- Compliance with regulation and legislative frameworks, Policy & Procedures
- Service quality & Total Quality Management (TQM) approaches
- Value For Money
- Benchmarking against best practice and research
- Results Based Accountability (RBA)
- Aligning terminology and language used, eg outcome indicators and performance measures.

## Business planning

Business Planning is one of the other areas that the Q&P team are looking to formalise. The current structure of business planning is below:



## Team Plans

The template for the team plan is included in appendix 1

## Service Business Plan

The Service Business Plan will be finalised by end April 2014 and by the end of February, (prior to the rent setting by cabinet), in subsequent years.

Both of these plans will evolve and develop over time but as a start, below are some examples of the issues that will need highlighting in the Team Operational & Service Business Plans:

- Internal strengths & weakness
- External environmental opportunities e.g. political, economic, social, technological, ecological and legal
- Corporate and departmental priorities e.g. aiming for excellence, closer to communities etc
- Issues picked up from monitoring Key Performance Indicators, SIP's & project plans
- Service challenge - issues which have come out of service challenge which need to be followed up
- Void Reporting

## Complimentary Review Processes

We have started to roll out “Systems Thinking Reviews” within the department:-

- Responsive repairs concluded in December 2013.
- Contractual review of the SIL service concluded in March 2014
- A review is currently underway looking at allocations and voids which will conclude by end May 2014.

We will be using “Pareto Analysis” techniques to target Systems Thinking reviews in future within each section of the department. This process has been coordinated with and will complement internal audit reviews.



## Appendix 1



**TAI A DATBLYGIAD CYMUNEDOL**  
**HOUSING & COMMUNITY DEVELOPMENT**

Eich cartref, eich barn, ein amcan. Your home, your say, our mission.

**Housing & Community Development Team Operational Plan**

| <b>Head of Service</b> | <b>Team</b> | <b>Team Manager</b> |
|------------------------|-------------|---------------------|
|                        |             |                     |

| <b>Service Information</b> |  |
|----------------------------|--|
| <b>Aims of the Service</b> |  |
| <b>Staffing (FTE)</b>      |  |

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| <b>Team SWOT</b>     |                   |
|----------------------|-------------------|
| <b>Strengths</b>     | <b>Weaknesses</b> |
|                      |                   |
| <b>Opportunities</b> | <b>Threats</b>    |
|                      |                   |

| <b>SELF ASSESSMENT</b>         |
|--------------------------------|
| <b>Relevant KLOE Areas</b>     |
|                                |
| <b>What we do well</b>         |
|                                |
| <b>What we are improving</b>   |
|                                |
| <b>What we need to improve</b> |
|                                |



**How we compare in relation to other service providers**

**Team Risk Log**

| No | Description of Risk | Gross Risk Score |             |                  | What's already in place to control/mitigate risk? | What else can we do to reduce risk further? | Is this a business continuity risk? | Risk Manager / Owner | Actions to be address by when & whom? |
|----|---------------------|------------------|-------------|------------------|---------------------------------------------------|---------------------------------------------|-------------------------------------|----------------------|---------------------------------------|
|    |                     | L<br>o<br>w      | M<br>e<br>d | H<br>i<br>g<br>h |                                                   |                                             |                                     |                      |                                       |
|    |                     |                  |             |                  |                                                   |                                             |                                     |                      |                                       |
|    |                     |                  |             |                  |                                                   |                                             |                                     |                      |                                       |
|    |                     |                  |             |                  |                                                   |                                             |                                     |                      |                                       |
|    |                     |                  |             |                  |                                                   |                                             |                                     |                      |                                       |
|    |                     |                  |             |                  |                                                   |                                             |                                     |                      |                                       |
|    |                     |                  |             |                  |                                                   |                                             |                                     |                      |                                       |
|    |                     |                  |             |                  |                                                   |                                             |                                     |                      |                                       |

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| <b>Cross Cutting Improvements 01 – Access &amp; Customer Care</b> |    |            |                        |
|-------------------------------------------------------------------|----|------------|------------------------|
| <b>Corporate Culture &amp; Governance</b>                         |    |            |                        |
| Key Actions                                                       | ID | Team Tasks | Lead Officer Timescale |
|                                                                   |    |            |                        |
|                                                                   |    |            |                        |
| <b>Access To The Service</b>                                      |    |            |                        |
| Key Actions                                                       | ID | Team Tasks | Lead Officer Timescale |
|                                                                   |    |            |                        |
|                                                                   |    |            |                        |
| <b>Complaints – what we have learnt from complaints?</b>          |    |            |                        |
| Key Actions                                                       | ID | Team Tasks | Lead Officer Timescale |
|                                                                   |    |            |                        |

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**Cross Cutting Improvements 02 - Diversity**

**Access and Customer Care**

| Key Actions | ID | Team Tasks | Lead Officer Timescale |
|-------------|----|------------|------------------------|
|-------------|----|------------|------------------------|

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**Diversity**

| Key Actions | ID | Team Tasks | Lead Officer Timescale |
|-------------|----|------------|------------------------|
|-------------|----|------------|------------------------|

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**Partnerships**

| Key Actions | ID | Team Tasks | Lead Officer Timescale |
|-------------|----|------------|------------------------|
|-------------|----|------------|------------------------|

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**ISO Audit / Review**

| KLOE Area | Policy / Procedure | Lead | Timescale |
|-----------|--------------------|------|-----------|
|-----------|--------------------|------|-----------|

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**Performance Indicators**

| Key Action | Indicator | Target | Frequency | Lead Officer |
|------------|-----------|--------|-----------|--------------|
|            |           |        |           |              |
|            |           |        |           |              |
|            |           |        |           |              |

**Service Standards**

| KLOE Area | Standard | Target | Frequency | Lead Officer |
|-----------|----------|--------|-----------|--------------|
|           |          |        |           |              |
|           |          |        |           |              |
|           |          |        |           |              |

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| ID  | Task Name                                                        | Start               | Finish              | 2012 |     |     |     |     | 2013 |     |     |     |     | 2014 |     |     |     |     | 2015 |     |     |     |     |     |     |     |     |
|-----|------------------------------------------------------------------|---------------------|---------------------|------|-----|-----|-----|-----|------|-----|-----|-----|-----|------|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|
|     |                                                                  |                     |                     | Nov  | Jan | Mar | May | Jul | Sep  | Nov | Jan | Mar | May | Jul  | Sep | Nov | Jan | Mar | May  | Jul | Sep | Nov | Jan | Mar | May | Jul | Sep |
| 1   | <b>Implementation Plan Denbighshire CC</b>                       | <b>Thu 17/01/13</b> | <b>Tue 19/07/16</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 2   | <b>Phase 1</b>                                                   | <b>Thu 17/01/13</b> | <b>Thu 02/04/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 3   | <b>Project Planning &amp; Meetings</b>                           | <b>Thu 17/01/13</b> | <b>Mon 01/12/14</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 19  | <b>Project Board</b>                                             | <b>Thu 27/02/14</b> | <b>Thu 11/12/14</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 28  | <b>System Environment</b>                                        | <b>Mon 20/01/14</b> | <b>Tue 02/12/14</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 47  | <b>Capita Housing to Open Housing Data Extracts / Loads</b>      | <b>Tue 18/03/14</b> | <b>Wed 21/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 66  | <b>Open Housing Interfaces</b>                                   | <b>Mon 09/06/14</b> | <b>Mon 23/02/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 105 | <b>CORE &amp; HSG Rents &amp; Arrears</b>                        | <b>Tue 11/03/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 131 | <b>Allocations &amp; Voids</b>                                   | <b>Thu 13/03/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 149 | <b>Repairs and Maintenance</b>                                   | <b>Tue 25/03/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 168 | <b>Service Charges</b>                                           | <b>Tue 05/08/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 184 | <b>Asbestos</b>                                                  | <b>Thu 15/05/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 200 | <b>Housing Auddis &amp; Direct Debits</b>                        | <b>Wed 23/07/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 212 | <b>Contact Management</b>                                        | <b>Tue 15/07/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 226 | <b>OC Works Ticketing &amp; Task Charging</b>                    | <b>Tue 08/07/14</b> | <b>Wed 14/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 242 | <b>OC Stores &amp; Purchasing</b>                                | <b>Tue 22/07/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 259 | <b>OC Timesheets</b>                                             | <b>Wed 06/08/14</b> | <b>Wed 14/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 272 | <b>OC Job Costing</b>                                            | <b>Tue 19/08/14</b> | <b>Wed 14/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 285 | <b>Master Query</b>                                              | <b>Mon 29/09/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 294 | <b>Insight</b>                                                   | <b>Mon 08/09/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 305 | <b>Mailmerge</b>                                                 | <b>Wed 25/06/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 313 | <b>CRM</b>                                                       | <b>Mon 15/09/14</b> | <b>Fri 23/01/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 324 | <b>Private Sector Housing</b>                                    | <b>Wed 17/09/14</b> | <b>Thu 26/02/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 336 | <b>Servicing</b>                                                 | <b>Tue 07/10/14</b> | <b>Mon 02/02/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 352 | <b>Go Live Support</b>                                           | <b>Sat 28/03/15</b> | <b>Thu 02/04/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 357 |                                                                  |                     |                     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 358 | <b>Phase 2</b>                                                   | <b>Fri 01/05/15</b> | <b>Tue 19/07/16</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 359 | <b>Phase 2 Modules</b>                                           | <b>Fri 01/05/15</b> | <b>Mon 11/07/16</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 360 | Right to Buy                                                     | Fri 01/05/15        | Thu 07/05/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 361 | Home Visits                                                      | Fri 08/05/15        | Thu 14/05/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 362 | Debt Management                                                  | Fri 15/05/15        | Thu 21/05/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 363 | Resident Involvement                                             | Fri 22/05/15        | Thu 28/05/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 364 | Service Charges                                                  | Fri 29/05/15        | Thu 04/06/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 365 | Neighbourhoods and Communities                                   | Fri 05/06/15        | Thu 11/06/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 366 | Outlook integration                                              | Fri 12/06/15        | Thu 18/06/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 367 | <b>Workflow</b>                                                  | <b>Fri 19/06/15</b> | <b>Tue 03/11/15</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 379 | Repairs and Maintenance Contractor Portal                        | Wed 04/11/15        | Tue 10/11/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 380 | OPEN Access inc OPENTouch                                        | Wed 11/11/15        | Tue 17/11/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 381 | SMS Text Messaging                                               | Wed 18/11/15        | Tue 24/11/15        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 382 | <b>Temporary Accomodation, Homelessness &amp; Housing Advice</b> | <b>Wed 25/11/15</b> | <b>Thu 05/05/16</b> |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |
| 396 | Satisfaction Surveys                                             | Fri 06/05/16        | Thu 12/05/16        |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |      |     |     |     |     |     |     |     |     |

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|                                                       |           |  |                    |  |                    |  |                       |  |          |  |
|-------------------------------------------------------|-----------|--|--------------------|--|--------------------|--|-----------------------|--|----------|--|
| Project: OH Implementation Plan<br>Date: Wed 16/04/14 | Task      |  | Project Summary    |  | Inactive Milestone |  | Manual Summary Rollup |  | Progress |  |
|                                                       | Split     |  | External Tasks     |  | Inactive Summary   |  | Manual Summary        |  | Deadline |  |
|                                                       | Milestone |  | External Milestone |  | Manual Task        |  | Start-only            |  |          |  |
|                                                       | Summary   |  | Inactive Task      |  | Duration-only      |  | Finish-only           |  |          |  |



## Quarterly Benchmarking 2013/14

| Benchmarking Group |                                                                                                                       |
|--------------------|-----------------------------------------------------------------------------------------------------------------------|
| Stock Size         | 2500 - 5000                                                                                                           |
| Region             | East, East Midlands, London, North East, North West, South East, South West, Wales, West Midlands, Yorkshire & Humber |
| Organisation Type  | Districts                                                                                                             |
| Organisations      | Adur DC                                                                                                               |
|                    | Barrow-in-Furness BC                                                                                                  |
|                    | Broxtowe BC                                                                                                           |
|                    | East Devon DC                                                                                                         |
|                    | Lancaster City Council                                                                                                |
|                    | Mid Devon DC                                                                                                          |
|                    | North Kesteven DC                                                                                                     |
|                    | North Warwickshire BC                                                                                                 |
|                    | North West Leicestershire DC                                                                                          |
|                    | South Derbyshire DC                                                                                                   |
|                    | Tamworth BC                                                                                                           |
|                    | Waveney DC                                                                                                            |

## PI's in the top quartile for Quarter 3

| Description                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------|
| Voluntary staff turnover                                                                                                              |
| Total Staff Turnover                                                                                                                  |
| Percentage of emergency repairs completed within target time                                                                          |
| Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format) |
| Former tenant arrears as a percentage of the annual rent debit                                                                        |
| Rent collected as a percentage of rent owed (excluding arrears b/f)                                                                   |
| Former tenant arrears as a percentage of the annual rent debit                                                                        |
| Percentage of closed ASB cases that were resolved                                                                                     |
| Percentage of dwellings that are vacant and available to let                                                                          |
| Average re-let time in days (standard re-lets)                                                                                        |
| Average re-let time of all re-lets (including any time spent in works)                                                                |
| Percentage of properties accepted on first offer                                                                                      |
| Percentage of dwellings that are vacant and available to let                                                                          |
| Average re-let time in days (standard re-lets)                                                                                        |
| Average re-let time of all re-lets (including any time spent in works)                                                                |
| Percentage of properties accepted on first offer                                                                                      |
| Percentage of properties accepted on first offer                                                                                      |

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# Housing Services

## Lettable Standard 2012

**Developed**  
 with tenants

# Contents

|                           |
|---------------------------|
| 1. Introduction           |
| 2. Minimum Standard       |
| 2.1 External              |
| 2.2 Security              |
| 2.3 Cleanliness           |
| 2.4 Health & Safety       |
| 2.5 Sanitary Goods        |
| 2.6 Kitchens              |
| 2.7 Windows & Doors       |
| 2.8 Floors                |
| 2.9 Walls                 |
| 2.10 Dampness             |
| 2.11 Tenants Improvements |
| 2.12 Decorations          |

| Lettable Standard (Annually) |               |                      |
|------------------------------|---------------|----------------------|
| NAME                         | DATE          | VERSION              |
| Steve Collins                | November 2011 | First Draft Produced |
| Steve Collins                | February 2012 | February 2013        |
|                              |               |                      |
|                              |               |                      |

# LETTABLE STANDARD

## 1. Introduction

This is a standard you can expect when moving into one of our properties. Our Void Lettable Standard was agreed in consultation with tenants and sets out the minimum works we will carry out before we let a property.

At Denbighshire County Council we believe our properties should be clean and in a good state of repair. The Maintenance Team Leader or another suitably qualified person will have inspected the property to ensure that the Lettable Standard, listed below, has been met.

These standards make sure that all repairs needed to make a home fit to live in are completed before a tenant moves in. There maybe some non-urgent repairs that do not pose a risk to health and safety that will be completed after a tenant has moved into the property. Tenants will be informed of these before they move into their new home and given the likely timescale when the jobs will be completed. Tenants should contact Customer services if a non-urgent repair has not been completed within the given time scales.

## 2. Minimum Standard

### 2.1 External

The property must appear to be free from any structural movement or major defects that may represent a risk to new tenants, neighbours or third parties.

- The roof shall be intact without any missing, cracked or slipped tiles, slates or ridge tiles.
- The brickwork, render and external joinery should be of a sound structural nature showing no signs of major defects.
- Rain water goods and drains to be fully functional and visually checked for any defects.
- The damp proof course (DPC) level to be inspected to ensure external walls are clear of any obstacles, mounds of earth, etc, which could cause rise to penetrative or rising damp internally by breaching of the DPC. Wherever noted, this shall be removed.
- External paths and patio areas, drives and hard standing for parking a car on are to be free from tripping hazards.
- Any damaged satellite or terrestrial aerials to be removed, along with any external DIY coaxial wiring. ( Visual check only)

- Any damaged garden structures considered not safe or of benefit to the incoming tenant will be removed. The base will be left as long as it isn't dangerous and will become the responsibility of the new tenant.
- Fences and gates should be inspected for safe installation and be free from damage. Boundaries, whether fences or walls, are continuous and in a reasonable and safe condition. Where possible we will provide a plan showing your boundary responsibilities and the area of your garden.
- Gardens should be cleared of all rubbish and left in a maintainable condition.
- Trees, tall hedges, including Leylandii, will be reduced and left in a maintainable condition or removed.
- Planters and garden features left by the previous tenant will be left in place provided they are not in a dangerous condition and will become the responsibility of the new tenant.

## 2.2 Security

The property must be able to be fully secured by means of adequate door and window locks.

- New front and rear door locks will be fitted, we will provide 2 keys per lock and, where appropriate, a minimum of 2 window keys.
- Where appropriate, ensure suited locks match the scheme system (e.g. in sheltered accommodation)

## 2.3 Cleanliness

The property must be clear of the previous tenants' belongings and left in a clean and acceptable condition. Such condition shall be determined by the Housing Maintenance Team Leader but shall be fair and reasonable. The property should be swept throughout, and all rubbish removed.

- White goods will be removed from the property.
- All rubbish, carpets, furniture etc should be removed including clearance of the loft spaces and outbuildings with floors swept and left ready for recovering. *(Where carpets have been left in place by the previous tenant, are well fitted, in prime condition and may benefit the incoming tenant, these shall be left in position. Where carpets are removed, all gripper rods, threshold strips and any excessive surface adhesive should also be removed).*
- Particular attention should be given to kitchen work surfaces, tiles and splashbacks, kitchen cupboards, storerooms, bathrooms and toilet areas they should be thoroughly cleaned to remove grease, mould, dirt and dust.

- All DIY works deemed inappropriate, unsafe or surplus to the requirements of the incoming tenant, unless otherwise directed, will be removed from the property.

## 2.4 Health and Safety

It is of paramount importance to ensure that when a property becomes empty, certain minimum health and safety measures are implemented to ensure the integrity of both the electrical and gas installations at the property. Good practice to ensure residents or their visitors health and safety are not compromised shall be as follows, the new tenant will be provided with the relevant current safety certificates and any associated documentation.

Gas: (Testing is subject to supply being available)

### Other Checks

- Check all banisters and fitted handrails are secure and firmly fixed, and that no obvious and visible sign of damage is apparent.
- Where PVCu windows have been fitted, it is important to ensure that the restrictors are operational to the first floor windows, and that the designated egress window in the event of an emergency is adequately identified and marked. (Green Button). A rod for opening, trickle vents will be supplied were appropriate.
- Where floor coverings have been removed, or are to be removed, floor boards and fitted coverings should be inspected to ensure they are secure, without signs of distress or possible imminent failure.
- Where fitted, hard wired smoke detectors and careline equipment should be checked to ensure it is fully operational and functional, with any battery detectors fitted by the previous resident removed from site.
- It is the new tenant's responsibility to arrange for a gas and electricity supply, and arrange if they wish a new meter of their choice.
- We do not supply standard light bulbs or florescent tubes.

## 2.5 Sanitary Goods

- All installations for the supply of water and sanitation should be in good repair and working order. All taps and plugs should be operational. WCs should have a secure seat and lid, and should flush correctly. Sinks, WCs, baths, shower trays and wash hand basins should all be firmly fixed in position and be free from chips, leaks and bad staining. Any required replacements of sanitary goods should match existing wherever possible; however any replacements will be provided in white.

## 2.6 Kitchens

- The kitchen will have space for a cooker (either gas or electric point) and a fridge or a tall fridge / freezer. Where there is sufficient space within the kitchen, there will be plumbing for an automatic washing machine; this will not be provided where there are communal laundry facilities.

## 2.7 Windows and Doors

- All windows and doors shall be checked for: ease of operation, lubricated, with handles fully tightened as required.
- Double glazed units should be inspected for misting or cracks and replaced as required, conforming where appropriate with safety glass.
- All internal doors shall, open and close with ease and have functional door furniture fitted. Minimal damage should be made good, rather than replacing the whole door.

## 2.8 Floors

- Any loose or defective flooring should be secured or replaced as needed. Missing vinyl tiles shall be replaced to match as near as possible existing. Vinyl sheet covering should be sound and free from signs of damage.

## 2.9 Walls

- Loose and defective plaster shall be made good. Missing wall tiles should be replaced where possible to match existing.

## 2.10 Condensation

- Any major condensation damage should be treated with a proprietary fungal wash.

## 2.11 Tenants Improvements

- It is permissible for good quality improvements effected by the previous tenant to be retained: provided that the items are safe and in good condition and have been agreed in writing by the Housing Service, as ultimately we will assume responsibility for their future repair and maintenance from commencement of the new tenancy.

## 2.12 Decorations

- A decorating voucher will be provided by the Housing Estate Officer where the decoration is considered sub standard to assist the tenant in redecorating. This will be considered on a room by room basis.

What to do if any of the work mentioned has not been done?

| Reporting Repairs        |                                                                                                                  |
|--------------------------|------------------------------------------------------------------------------------------------------------------|
| E-mail                   | <a href="mailto:Customerservice@denbighshire.gov.uk">Customerservice@denbighshire.gov.uk</a>                     |
| Write                    | Housing Services<br>Denbighshire County Council 64 Brighton Road<br>Rhyl LL18 3HN                                |
| Telephone                | 01824- 706101                                                                                                    |
| Website                  | <a href="http://www.denbighshire.gov.uk/customerservicecentre">www.denbighshire.gov.uk/customerservicecentre</a> |
| Out of Hours Emergencies | 01745-351205                                                                                                     |

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# Housing Services Performance Framework

## 01 April 2014

Equality Impact Assessment

## <Title of the proposal being assessed>

**Contact:** Peter McHugh - Head of Housing and  
Community Development Services  
**Updated:** 01.04.14

### 1. What type of proposal / decision is being assessed?

A strategic or service plan

### 2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?

The performance framework should support the delivery service improvement plans and deliver better performance and better outcomes for customers.

### 3. Does this proposal / decision require an equality impact assessment? If no, please explain why.

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

<Please Select>

Diversity and Equalities issues form a component part of the team operational plans therefore a separate Equalities Impact Assessment is not required.

### 4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken

*(Please refer to section 1 in the toolkit for guidance)*

Diversity and Equality issues are reviewed on at least a quarterly basis as part of the performance sugery.

### 5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

*(Please refer to section 1 in the toolkit for a description of the protected characteristics)*

A key part of the Community Housing Service Improvement Plan is to collect

tenant profiling information for all of our tenants which shall enable the service to be customised to the needs of the individual or family.

6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?

No

7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.

<Please Select> Not applicable

8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

<Please Select> Not applicable

| Action(s)                                      | Owner        | By when?   |
|------------------------------------------------|--------------|------------|
| <Please describe>                              | <Enter Name> | <DD.MM.YY> |
| <Please describe>                              | <Enter Name> | <DD.MM.YY> |
| <Please describe>                              | <Enter Name> | <DD.MM.YY> |
| <Please describe>                              | <Enter Name> | <DD.MM.YY> |
| <Unrestrict editing to insert additional rows> | <Enter Name> | <DD.MM.YY> |

## 9. Declaration

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

Review Date: 01/04/14

| Name of Lead Officer for Equality Impact Assessment | Date     |
|-----------------------------------------------------|----------|
| Peter McHugh                                        | 15/04/14 |

**Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.**

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 1 May 2014

**Lead Member/Officer:** Head of Business Improvement and Modernisation

**Report Author:** Corporate Improvement Officer

**Title:** Corporate Risk Register review, April 2014

---

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

1.1 The April 2014 formal revision to the Corporate Risk Register.

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

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

**3. What are the recommendations?**

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

**4. Report details**

4.1 The Corporate Risk Register enables the council to manage the likelihood and impact of risks that it faces by evaluating the effect of any current mitigating actions, and recording deadlines and responsibilities for further action that should enable tighter control.

4.2 The Corporate Risk Register has been developed by, and is owned by, the Corporate Executive Team (CET) and Cabinet. The process for reviewing the Corporate Risk Register is as follows:

- Services are encouraged to review their risk registers twice per year (according to the Corporate Risk Management methodology) prior to each Corporate Risk Register review, and also prior to their Service Performance Challenge meetings. Any issues or queries are discussed in the Service Performance Challenge meetings.
- The Corporate Improvement Team analyses all service risk registers to identify any risks of corporate significance, or any risk 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 new draft of the Corporate Risk Register is discussed with Cabinet and CET 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 required to mitigate risks.
- 4.3 The Corporate Risk Register is formally reviewed twice yearly by Cabinet and CET. However, any significant new or escalating risks are brought to the attention of CET (via the Corporate Improvement Team) as and when they are identified. CET then take a view as to whether that risk should be included in the Corporate Risk Register.
- 4.4 Following each formal review of the Corporate Risk Register (twice per year), the revised document is presented to the Performance Scrutiny Committee.
- 4.5 Actions identified to address corporate risks are included in Service Plans (where appropriate), which enables Performance Scrutiny Members to monitor progress. Any performance issues in relation to the delivery of these activities should be highlighted as part of the Service Performance Challenge process.
- 4.6 The Council's Internal Audit function provides independent assurance on the effectiveness of the internal control procedures and mechanisms in place to mitigate risks across the council. It also offers independent challenge to ensure the principles and requirements of managing risk are consistently adopted throughout the council. Internal Audit Services also use information from our service and corporate risk registers to inform its forward work programme.
- 4.7 An annual review and report on progress of the risk management policy (produced for the Corporate Governance Committee) will identify weak areas that need to be strengthened to improve the risk management process.
- 5. How does the decision contribute to the Corporate Priorities?**
- 5.1 The purpose of the Corporate Risk Register is to identify the potential future events that may have a detrimental impact on the council's ability to deliver its objectives, including its corporate priorities. The identified controls and actions are therefore crucial to the delivery of the corporate priorities.
- 6. What will it cost and how will it affect other services?**
- 6.1 The cost of developing, monitoring and reviewing the Corporate Risk Register is absorbed within existing budgets.

**7. What 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 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 Details of the consultation process to review the Corporate Risk Register are contained in paragraph 4.2.

**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 6.1 of the Council's Constitution

**Contact Officer:**

Corporate Improvement Officer

Tel: 07810 055 413

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### The main changes made to the Corporate Risk Register are listed below:

- i) Revision to DCC001. Definition made more explicit by referring to the level of severity being considered in relation to this risk '*The risk of a serious safeguarding error where the council has responsibility, resulting in serious injury or death*'. The mitigating actions have been updated to reflect the establishment of the Corporate Safeguarding Committee, and it's noted that further mitigation is likely to be occur once the national report on Safeguarding is received from the Wales Audit Office.
- ii) Revision to DCC004: '*The risk that the HR framework doesn't support the organisation's aims*'. Mitigating actions have been updated to note that a new CRM is now in place; Middle Managers are being consulted with; and feedback is being used to improve the transactional service, with apparent success. Strategically, some development's still required. This will happen as part of the 'Selecting Talent and Developing Potential' project. The inherent and residual risks scores remain identical at the moment. Although it's felt the risk has reduced, it hasn't done so sufficiently to change the score yet.
- 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*'. One new mitigating action has been added regarding the Freedom & Flexibilities approach to budget-setting. It's suggested the inherent risk score stays the same at A1, but the residual risk score has reduced from C1 to C2 based on the fact that the likelihood is reduced (as we are better placed to manage the reduced income).
- iv) Revision to DCC007: '*The risk that critical or confidential information is lost or disclosed*'. Existing mitigating actions have been added: Information Strategy now in place, the Strategic Information Risk Officer reviews security breaches, SLT and Corporate Governance are trained in Information Security, and we have enforced the encryption of removable media devices. We consider that all of these steps have reduced the Residual Risk score from a C3 to D3, but further mitigating actions are also identified, including: the addition of a new Information Security Policy, changes to the Corporate Stores, and the rollout of corporate Information Security training via e-learning.
- v) No change to DCC011: '*The risk of a severe weather, contamination, or public health event*'. Although processes are planned that should mean we're better able to respond to a crisis, it's suggested that the Residual Risk score remains the same until the mitigating actions are complete. Hopefully this score can be reduced at the next review.
- vi) Revision to DCC012: '*The risk of a significantly negative report(s) from external regulators*'. No change to the score here, but the further mitigating action column has updated to refer to the recent merger of the Annual Governance Statement and the Corporate Self-Assessment, which will be

approved and published by June.

- vii) Revision to DCC013: *'The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations'*. There are two new mitigating actions here: one based on developing our response to Internal Audit's recommendations regarding our management of Arm's Length organisations (the report was not yet produced at the time of writing), and another referring to the review of the Clwyd Leisure situation (particularly the lessons learned). Note, although Clwyd Leisure issues that we are dealing with only pose reputational risks now, we don't feel that our controls in this area are yet sufficiently strong to justify reducing the Residual Risk score.
- viii) No change to DCC014: *'The risk of a health & safety incident resulting in serious injury or the loss of life'*.
- ix) Revision to DCC016: *'The risk that the impact of welfare reforms is more significant than anticipated by the council'*. It's acknowledged that Corporate Governance is still to be updated regarding the Welfare Reform Group's structure and activity. Council are also to be briefed about the pressures facing the council and the work of the group.
- x) Revision to DCC017: *'The risk that the ICT framework does not meet the organisation's needs'*. There's been substantial change regarding the management of this risk since this Register was last reviewed, including a restructure so that ICT now sits under Business Improvement & Modernisation; a change in the section's leadership; and the progress of a hardware rollout. Further mitigating actions to be completed include the delivery of the MS Enterprise software and the development of a telephony strategy. Although significant and confidence-building, the framework itself is still in development, hence the score hasn't yet been downgraded. However, once the fundamental elements of hardware, software and telephony are in place (supported by a rolling cycle of renewal) this risk might be eliminated.
- xi) Revision to DCC018: Formerly worded, *'The risk that change/modernisation programme and project benefits are not fully realised'*, this risk now reads, *'The risk that programme and project benefits are not fully realised'* – widening focus from the Modernisation programme to all projects and programmes within the council. It's suggested that the Residual Risk score increases here from a C2 to a B2. This is for two reasons: i) we don't feel confident that the controls we have in place are sufficient for ensuring benefits are realised, and ii) increasing financial pressures mean we have to demonstrate and extract value for money. Three mitigating actions have been suggested, namely: developing a corporate handbook containing guidance for managing change, developing a proposal for managing the delivery of project benefits, and ensuring Programme Boards' progress is updated to CET quarterly.
- xii) No change 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*'. It should be noted that business cases submitted to the Welsh Government have met with approval, all of which suggests that our approach to managing the programme is good.

xiii) Removal of DCC020: *'The risk that the review by The Commission on Public Service Governance and Delivery negatively affects Denbighshire'*. Given that we don't foresee any short-term changes and are continuing to go about our business as usual, we think our position is quite stable and currently does not pose a risk. Further clarity will be achieved once the Welsh Government responds to the Williams Report. This might result in the risk being reinstated, but it's not something that we need to respond to at the moment.

xiv) 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'*. It's acknowledged here that a new Chief Executive has been appointed for BCUHB, but is yet to take up his post. Until in post, this risk level remains the same. Regional meetings between the North Wales local authorities and the Health Board are arranged from 6 May.

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Denbighshire County Council  
2012 - 2013

Corporate Risk Register

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Inherent | Residual | Page                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------------------|
| <b>DCC001</b> The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death. This risk is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. CRB criteria are                                                                                                                                                                                                                                                                                                                                                                          | B2       | C2       | <a href="#">Link</a> |
| <b>DCC004</b> 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)                                                                                                                                                                                                                                                                                                                                                | B2       | B2       | <a href="#">Link</a> |
| <b>DCC006</b> 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                                                                                                                                                                                                                                                                                                                         | A1       | C2       | <a href="#">Link</a> |
| <b>DCC007</b> The risk that critical or confidential information is lost or disclosed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | B3       | C3       | <a href="#">Link</a> |
| <b>DCC017</b> 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 | B2       | C2       | <a href="#">Link</a> |
| <b>DCC011</b> 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,                                                                                                                                                                                                                                                                                                                                                                     | D2       | D2       | <a href="#">Link</a> |
| <b>DCC012</b> The risk of a significantly negative report(s) from external regulators.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | C2       | D3       | <a href="#">Link</a> |
| <b>DCC013</b> The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations. Liabilities could arise due to financial, HR, safeguarding, or general                                                                                                                                                                                                                                                                                                                                                                                                                                                  | B2       | B3       | <a href="#">Link</a> |
| <b>DCC014</b> 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);                                                                                                                                                                                                                                                                                                                                                                                                                                         | C2       | E2       | <a href="#">Link</a> |
| <b>DCC016</b> 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                                                                                                                                                                                                                                                                                                                                                                                                                                | B2       | B3       | <a href="#">Link</a> |
| <b>DCC018</b> The risk that 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;                                                                                                                                                                                                                                                                                                                                                                                                                                                | B2       | B2       | <a href="#">Link</a> |
| <b>DCC019</b> 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                                                                                                                                                                                                                                                                                                                                                                                                                                                  | B2       | C2       | <a href="#">Link</a> |
| <b>DCC020</b> 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                                                                                                                                                                                                                                                                                                                                                                                                                                                             | C1       | C1       | <a href="#">Link</a> |

**DCC021** The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop. This could leading to significant misalignment between the



[Link](#)

**#REF!** The risk that performance against our priorities at 2017 is not in line with expectations of our politicians







[Link](#)

## 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 |  |
| <b>Service Performance</b> |                                                            | 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    |        |      |           |  |
| <b>Reputation</b>          |                                                            | 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 |        |      |           |  |
| <b>Financial Cost (£)</b>  |                                                            | <£50k                                        | £50k - £250k                                                             | £250k - £1m                                                       | £1m - £5 m                                                      | >£5m                                                             |        |      |           |  |
| <b>IMPACT</b>              |                                                            |                                              |                                                                          |                                                                   |                                                                 |                                                                  |        |      |           |  |

### Corporate Risk Severity Key

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



## Denbighshire County Council

Register Owner: Corporate Executive Team

[LINK TO POLICY STATEMENT](#)

Updated: 13.03.2014

[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 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------|
| <b>DCC001</b><br><i>Professional / Managerial</i>                                                                                                                                                                                                                                                                                                                                                             | Nicola Stubbins                              | Significant reputational loss.<br>Possible intervention by Welsh Government. Legal/compensation costs.                                                                                                                                                                                                            | <b>B2</b>     | Child protection & Safeguarding Procedures.<br>Regular training of staff in Children & Family Services.<br>Corporate Safeguarding Training Programme.<br>Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse.<br>Framework of self-assessment for schools in relation to safeguarding has been established.<br>Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding.<br>Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place.<br>Compliance with safeguarding practises is part of the annual HR audit of schools.<br>% 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.<br>Corporate Safeguarding Group established with representation | <b>C2</b>     | WAO has recently conducted a national review around the governance of Safeguarding. Report due, which will contain DCC-specific and more general recommendations. DCC to review its position once this report is available | Nicola Stubbins | 31-Jul-14   |
| <b>The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death.</b> This risk is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. CRB criteria are also changing which may increase the risk. The 'at risk' group is not limited to children here; adults are vulnerable too. | <u>Lead Member(s):</u><br>Cllr Bobby Feeley  |                                                                                                                                                                                                                                                                                                                   |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |               | Corporate training to be prepared                                                                                                                                                                                          | Leighton Rees   | 01-May-14   |
| <b>DCC004</b><br><i>Professional / Managerial</i>                                                                                                                                                                                                                                                                                                                                                             | Rebecca Maxwell                              | 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 | <b>B2</b>     | There's a CRM in place in HR Direct to enhance efficiency and provide improved management information to identify areas of common enquiry. Middle Managers are being consulted with regarding their experience of the service, and further improvements will be made.<br>Workforce Planning is now                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>B2</b>     | New strategic approach to 'Selecting Talent and Developing Potential' being developed for approval by SLT                                                                                                                  | Linda Atkin     | 31-May-14   |
| <b>The risk that the HR framework doesn't support the organisation's aims.</b> The policies and procedures we have in place need to reflect current organisational strategy (e.g. flexible working), and HR                                                                                                                                                                                                   | <u>Lead Member(s):</u><br>Cllr Barbara Smith |                                                                                                                                                                                                                                                                                                                   |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |               |                                                                                                                                                                                                                            |                 |             |

need to offer support for those functions where the organisation requires it (e.g. restructures)

managers are not effectively supported

training is now embedded and the service is happy with its development. Although the transactional element of HR is being addressed with apparent success, there is still work to do to ensure that the strategic framework supports the organisation's aims.

No further action identified

N/A

N/A

|                                                                                                                                                                                                                                                                                                                                     |                                                        |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                  |              |           |
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| <b>DCC006</b>                                                                                                                                                                                                                                                                                                                       |                                                        |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                  |              |           |
| <i>Economic &amp; 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.                                                                                            |           | New budget process (Freedom and Flexibilities) developed for 15/16 and beyond based around the Chief Executive's 'Sharpening Our Act' strategy. Currently being piloted and will be implemented over the summer. | Paul McGrady | 30-Jun-14 |
| <b>The risk that the economic and financial environment worsens beyond current expectations, leading to additional pressure on services and reduced income.</b> 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><br>Cllr Julian Thompson<br>Hill |                                                                                                                                                                                                                                                                                   | <b>A1</b> | Annual, detailed budget setting process that considers economic environment                                                                                                                                                  | <b>C2</b> |                                                                                                                                                                                                                  |              |           |
|                                                                                                                                                                                                                                                                                                                                     |                                                        |                                                                                                                                                                                                                                                                                   |           | 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.                                                   |           | No further action identified                                                                                                                                                                                     | N/A          | N/A       |
|                                                                                                                                                                                                                                                                                                                                     |                                                        |                                                                                                                                                                                                                                                                                   |           | Budget-setting process and Modernisation 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                                                                                                         |           |                                                                                                                                                                                                                  |              |           |
| <b>DCC007</b>                                                                                                                                                                                                                                                                                                                       |                                                        |                                                                                                                                                                                                                                                                                   |           |                                                                                                                                                                                                                              |           |                                                                                                                                                                                                                  |              |           |
| <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). |           | The council has PSN accreditation.                                                                                                                                                                                           |           | New information security policy                                                                                                                                                                                  | Alan Smith   | 31-Oct-14 |
| <b>The risk that critical or confidential information is lost or disclosed.</b>                                                                                                                                                                                                                                                     | <u>Lead Member(s):</u><br>Cllr Barbara Smith           |                                                                                                                                                                                                                                                                                   | <b>B3</b> | Retention schedules and file plans are incorporated into all EDRMS implementations.                                                                                                                                          | <b>C3</b> |                                                                                                                                                                                                                  |              |           |
|                                                                                                                                                                                                                                                                                                                                     |                                                        |                                                                                                                                                                                                                                                                                   |           | Staff workshops delivered on good archiving practices.                                                                                                                                                                       |           | Corporate Stores changes: digitisation, revision of file-request process, file amnesty day                                                                                                                       | Alan Smith   | 30-Sep-13 |
|                                                                                                                                                                                                                                                                                                                                     |                                                        |                                                                                                                                                                                                                                                                                   |           | Printer controls in place. EDRMS project being rolled out. Addresses checked by a second member of staff when sending sensitive information                                                                                  |           | Corporate intranet based training available from April                                                                                                                                                           | Alan Smith   | 31-Jul-13 |
|                                                                                                                                                                                                                                                                                                                                     |                                                        |                                                                                                                                                                                                                                                                                   |           | Information strategy in place. Strategic Information Risk Officer in place who investigates breaches and creates an action plan for prevention after each one. Training delivered to SLT and Corporate Governance Committee. |           |                                                                                                                                                                                                                  |              |           |
|                                                                                                                                                                                                                                                                                                                                     |                                                        |                                                                                                                                                                                                                                                                                   |           | Enforcing the encryption of any removal media used to download                                                                                                                                                               |           |                                                                                                                                                                                                                  |              |           |

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| <b>DCC011</b>                                                                                                                                                                                                                                                                                                                                                                |                                            |                                                                                                                                                                                                                                                                                                                                                 |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                                                                                                                                                                                                                                                                                                      |                 |           |
| <i>Environmental</i>                                                                                                                                                                                                                                                                                                                                                         | 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.                                                                                                                                                        | <b>D2</b> | 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                                                                                                              | <b>D2</b> | Training for CET and SLT in tactical and strategic emergency response to be delivered                                                                                                                                                                                                                | Rebecca Maxwell | 30-Jun-14 |
| <b>The risk of a severe weather, contamination, or public health event.</b> 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. | <u>Lead Member(s):</u><br>Cllr David Smith |                                                                                                                                                                                                                                                                                                                                                 |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | Vulnerable People mapping project                                                                                                                                                                                                                                                                    | Phil Gilroy     | 30-Sep-14 |
|                                                                                                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                                                                                                                                                                                                                 |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           | Major incident handbook to be updated                                                                                                                                                                                                                                                                | Rebecca Maxwell | 30-Apr-14 |
| <b>DCC012</b>                                                                                                                                                                                                                                                                                                                                                                |                                            |                                                                                                                                                                                                                                                                                                                                                 |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                                                                                                                                                                                                                                                                                                      |                 |           |
| <i>Legislative / Regulatory</i>                                                                                                                                                                                                                                                                                                                                              | 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) | <b>C2</b> | 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 Improvement and Modernisation, and Corporate Programme Office Manager meet monthly with Wales Audit Office to understand and respond to their concerns. Regulators sit on our Service Performance Challenges now. Research & Intelligence team creates Needs & Demands, and Comparative reports to enhance self awareness for services. | <b>D3</b> | Annual governance statement and corporate self assessment have been integrated into a single document, 'Delivering Good Governance & Continuous Improvement'. First draft will be shared with our Regulators and will go to Corporate Governance Committee, ahead of publishing by the June deadline | Alan Smith      | 30-Jun-14 |
| <b>The risk of a significantly negative report(s) from external regulators.</b>                                                                                                                                                                                                                                                                                              | <u>Lead Member(s):</u><br>Cllr Hugh Evans  |                                                                                                                                                                                                                                                                                                                                                 |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                                                                                                                                                                                                                                                                                                      |                 |           |
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| <b>DCC013</b>                                                                                                                                                                                                                                                                                                                                                                |                                            |                                                                                                                                                                                                                                                                                                                                                 |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                                                                                                                                                                                                                                                                                                      |                 |           |
| <i>Partnership / Contractual</i>                                                                                                                                                                                                                                                                                                                                             | 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.                                                                                                                                                         | <b>B2</b> | 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.                                                                                                                                                                                                                                                                                                                                                            | <b>B3</b> | Internal Audit's Due Diligence report due imminently to provide a steer regarding how to improve controls around Arm's Length organisations                                                                                                                                                          | Rebecca Maxwell | 30-Apr-14 |
| <b>The risk of significant financial and reputational liabilities resulting from management of some Arm's Length organisations.</b> Liabilities could arise due to financial, HR, safeguarding, or general management problems                                                                                                                                               | <u>Lead Member(s):</u><br>Cllr Huw Jones   |                                                                                                                                                                                                                                                                                                                                                 |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                                                                                                                                                                                                                                                                                                      |                 |           |

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| <p><b>DCC014</b></p> <p><i>Physical Hazards and H&amp;S</i></p> <p><b>The risk of a health &amp; safety incident resulting in serious injury or the loss of life.</b> This could be as a result of an ineffective H&amp;S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning.</p>                                                               | <p>Hywyn Williams</p> <p><u>Lead Member(s):</u></p> <p>Cllr Julian Thompson Hill</p> | <p>Serious injury or death of an employee and/or member of public. Significant reputational damage Substantial legal/compensation costs. Criminal prosecution of senior staff.</p>                                                                                                                                                                                                                                                                                                                                                                                   | <p><b>C2</b></p> | <p>New H&amp;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 &amp; 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&amp;S team who are going out into the workplaces and providing support, guidance and feedback where it is needed. The H&amp;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 In-house training and meetings established to embed good practise. GUIDance and assistance provided to managers responsible for developing fire management</p> | <p><b>E2</b></p> | <p>No further action required</p> <p>No further action required</p>                                                                                                                                      |                                         |                                |
| <p><b>DCC016</b></p> <p><i>Economic &amp; Financial</i></p> <p><b>The risk that the impact of welfare reforms is more significant than anticipated by the council.</b> 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>Paul McGrady</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> | <p><b>B2</b></p> | <p>DCC Welfare Reform Group has been meeting since April 2012. This group is cross service to ensure that information is shared and pressures identified to support our customers. Chair of Corporate Governance sits on the Welfare Reform Group</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><b>B3</b></p> | <p>Set up reporting arrangements for the group to keep Corporate Governance informed of its progress</p> <p>Council to be briefed on the pressures facing the organisation and the work of the group</p> | <p>Paul McGrady</p> <p>Paul McGrady</p> | <p>30-Jun-14</p> <p>Jun-14</p> |

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| <b>DCC017</b><br><i>Technological</i><br><b>The risk that the ICT framework does not meet the organisation's needs.</b> 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 <u>some technology can bring.</u> | Mohammed Mehmet<br><br><u>Lead Member(s):</u><br>Cllr Barbara Smith                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 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. | <div style="background-color: red; color: white; padding: 5px; width: 20px; margin: 0 auto;">B2</div>                | 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 Strategic Investment Group. 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. IT Steering Group established to meet quarterly. ICT now part of the Business improvement & Modernisation service, and structures will be realigned to provide a more customer-focussed service. Hardware rollout almost complete, and software rollout planned and paid for. There's financial presence on the Modernisation Board, and a financial plan in place for the ICT strategy. | <div style="background-color: orange; color: black; padding: 5px; width: 20px; margin: 0 auto;">C2</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Telephony strategy to be developed<br><br>(Approved) migration to MS Enterprise to be delivered       | Alan Smith<br><br>Alan Smith                                                                                                                                                                                                                                                                  | 31.03.2015<br><br>31.03.2015                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>DCC018</b><br><i>Professional / Managerial</i><br><b>The risk that programme and project benefits are not fully realised.</b> The council currently does not consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour; and processes not changing as planned. Programmes to be mindful of here include: Economic & Community Ambition, Modernisation, Social Services Modernisation, Modernising Education, Coastal Facilities, and Rhyl Going Forward. | Mohammed Mehmet<br><br><u>Lead Member(s):</u><br>Cllr Barbara Smith                                                                                                                      | The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits | <div style="background-color: red; color: white; padding: 5px; width: 20px; margin: 0 auto;">B2</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 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. HR Business Partners are now allocated to every major change to ensure consistency. Finance remove savings from budgets to ensure financial savings are delivered. | <div style="background-color: red; color: white; padding: 5px; width: 20px; margin: 0 auto;">B2</div> | Develop 'Denbighshire Way Change Management guidance' to deal with the staff and management requirements to facilitate change.<br><br>Take a proposal to CET regarding a process for managing the delivery of project benefits<br><br>Updates from all Boards to go to CET every three months | Linda Atkin<br><br>Alan Smith<br><br>Mohammed Mehmet |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                               |                                                                                                                                                                                                  |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                            |                                                                              |                        |                  |
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| <p><b>DCC019</b></p> <p><b>Economic &amp; Financial</b></p> <p><b>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.</b> 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.</p> | <p>Hywyn Williams</p> <p><u>Lead Member(s):</u></p> <p>Cllr Eryl Williams</p> | <p>Delays in delivering the 21st Century Schools Programme.</p>                                                                                                                                  | <p style="text-align: center; background-color: red; color: white;">B2</p> | <p>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. 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 New School, Strategic Outline Case and Outline Business Case for Ysgol Glan Clwyd and the Business Justification Cases for Ysgol Bro Dyfrdwy and Bodnant Community School all approved by Welsh Government.</p> | <p style="text-align: center; background-color: orange;">C2</p>            | <p>No further action identified</p>                                          | <p>N/A</p>             | <p>N/A</p>       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                               |                                                                                                                                                                                                  |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                            | <p>No further action identified</p>                                          | <p>N/A</p>             | <p>N/A</p>       |
| <p><b>DCC021</b></p> <p><b>Partnership / Contractual</b></p> <p><b>The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop.</b> This could leading to significant misalignment between the strategic and operational direction of BCU and DCC</p>                                                                                                                                                                                                                                                                                         | <p>Nicola Stubbins</p> <p><u>Lead Member(s):</u></p> <p>Cllr Bobby Feeley</p> | <ul style="list-style-type: none"> <li>• inefficient services</li> <li>• gaps in service provision</li> <li>• delays/failure to deliver joint projects</li> <li>• reputational damage</li> </ul> | <p style="text-align: center; background-color: red; color: white;">B2</p> | <p>Establishment of a Denbighshire Health and Social Care Board, of which BCU is a member. DCC presence in Key CPG meetings and Regional Boards implementing integrated approaches. New Chief Executive of BCUHB appointed but not yet in post.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p style="text-align: center; background-color: red; color: white;">B2</p> | <p>Regional meetings between north Wales authorities and BCUHB scheduled</p> | <p>Nicola Stubbins</p> | <p>06-May-14</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                               |                                                                                                                                                                                                  |                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                            | <p>No further action identified</p>                                          | <p>N/A</p>             | <p>N/A</p>       |

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**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 1 May 2014

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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**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. No such proposal form has been received for consideration at the current meeting.
- 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 2.
- Progress on Committee Resolutions
- 4.8 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 3 to this report.

**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's next meeting is scheduled for 24 April, therefore any decisions or referrals made by the Group will be reported verbally to the Committee at its meeting on 1 May.

**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](mailto:dcc_admin@denbighshire.gov.uk)

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

| Meeting | Lead Member(s)                                  | Item (description / title)                                     | Purpose of report                                                                                                                                                                                                                                         | Expected Outcomes                                                                                                                                                           | Author                                 | Date Entered  |
|---------|-------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------|
| 12 June | <b>Cllr. Hugh Irving</b>                        | 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 |
|         | <b>Cllr. Barbara Smith</b>                      | 2 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 |
|         | <b>Cllr. Julian Thompson-Hill</b><br>(required) | 3 Agricultural Estate Strategy                                 | To present details of the new Terms of Reference and membership for the revised Agricultural Estate Working Group; and to outline details of the vision for the Council's Agricultural Estate and progress in developing a strategy to deliver the vision | A robust strategy that will contribute to the future viability of the Estate and assist the Council to deliver a number of its corporate priorities                         | Paul McGrady/David Mathews/David Lorey | March 2014    |
|         | <b>Cllr. Bobby Feeley</b><br>(required)         | 4. Draft Director of Social Services Annual Report for 2013/14 | To scrutinise the content of the draft annual report to ensure it provides a fair and clear evaluation of performance in 2013/14 and clearly articulates future plans.                                                                                    | Identification of any specific performance issues which require further scrutiny by the committee in future                                                                 | Tony Ward                              | March 2014    |

| Meeting | Lead Member(s)                                  | Item (description / title)                   | Purpose of report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Author                                 | Date Entered                             |
|---------|-------------------------------------------------|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------------|
| 17 July | <b>Cllr. Eryl Williams</b><br><i>(required)</i> | 1 Estyn Action Plan<br><b>[Education]</b>    | To<br>(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;<br>(ii) detail measures taken to improve accuracy of KS3 teacher assessment and GwE's use of Moodle;<br>(iii) detail the findings of the audit of services available to children and young people, their impact and value for money; and<br>(iv) inform members of any 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<br>(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 attainment rates | Joint report by Karen Evans/Liz Grieve | June 2013                                |
|         | <b>Cllr. David Smith</b>                        | 2 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                                                                                                                                                                                                                                                                                                   | Graham Boase/Emlyn Jones               | October 2013<br>(rescheduled March 2014) |

| Meeting     | Lead Member(s)                                                                | Item (description / title)                                                      | Purpose of report                                                                                                                                                                                                                                       | Expected Outcomes                                                                                                                                                                                                | Author                       | Date Entered   |
|-------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------|
|             |                                                                               |                                                                                 |                                                                                                                                                                                                                                                         | and tidy and bring the Council closer to the community                                                                                                                                                           |                              |                |
| 2 October   | <b>Cllr. Barbara Smith</b>                                                    | 1. Annual Performance Review 2013/14                                            | To seek Scrutiny's view on the Council's Annual Performance Review report prior to its submission to County Council for approval                                                                                                                        | Participation in the 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 | Alan Smith                   | September 2013 |
|             | <b>Cllr. Eryl Williams</b><br><i>(representative from GwE also to attend)</i> | 2. Provisional External Examinations and Teacher Assessments <b>[Education]</b> | To review the performance of schools and that of looked after children                                                                                                                                                                                  | Scrutiny of performance leading to recommendations for improvement                                                                                                                                               | Julian Molloy                | September 2013 |
| 20 November | <b>Cllr. Hugh Irving</b>                                                      | 1 Your Voice' complaints performance (Q 1 & 2)                                  | To scrutinise Services' performance in complying with the Council's complaints process and to consider the feedback received after service issues and complaints have been resolved (as a result of the analysis undertaken of the complaints received) | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.                                                                                             | Jackie Walley/Clare O'Gorman | February 2013  |
|             |                                                                               |                                                                                 |                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                  |                              |                |

| Meeting         | Lead Member(s)                                                                | Item (description / title)                                                   | Purpose of report                                                                                                                                                                   | Expected Outcomes                                                                                                    | Author                       | Date Entered   |
|-----------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------|----------------|
| 15 January 2015 | <b>Cllr. Eryl Williams</b><br><i>(representative from GwE also to attend)</i> | 1. Verified External Examinations and Teacher Assessments <b>[Education]</b> | To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's powers                                       | Scrutiny of performance leading to recommendations for improvement                                                   | Julian Molloy                | September 2013 |
| 26 February     | <b>Cllr. Hugh Irving</b>                                                      | 1 Your Voice' complaints performance (Q 3)                                   | To scrutinise Services' performance in complying with the Council's complaints                                                                                                      | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses. | Jackie Walley/Clare O'Gorman | February 2013  |
| 16 April        |                                                                               |                                                                              |                                                                                                                                                                                     |                                                                                                                      |                              |                |
| May/June        | <b>Cllr. Hugh Irving</b>                                                      | 1 Your Voice' complaints performance (Q 4)                                   | To scrutinise Services' performance in complying with the Council's complaints process and to consider the feedback received after service issues and complaints have been resolved | Identification of areas of poor performance with a view to the development of recommendations to address weaknesses. | Jackie Walley/Clare O'Gorman | February 2013  |

**Future Issues**

| Item (description / title)                     | Purpose of report                                                                                                                                    | Expected Outcomes                                                                                                                                     | Author                         | Date Entered      |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------|
| <i>In-house Services Task and Finish Group</i> | <i>To consider the findings of the Task and Finish Group examining the value for money and viability of the Council's social care establishments</i> | <i>To formulate recommendations with respect to providing quality social care establishments that meet residents needs with diminishing resources</i> | <i>Phil Gilroy/Rhian Evans</i> | <i>March 2014</i> |



**Information/Consultation Reports**

| <b>Date</b>                                                                         | <b>Item (description / title)</b>                                                | <b>Purpose of report</b>                                                                                                                                                                                                                                                                                                                                       | <b>Author</b>                           | <b>Date Entered</b> |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------|
| <b>April 2014</b><br>[Information]<br><b>[Education]</b>                            | Condition of the County's School Estate                                          | To detail the structural and fabric condition of the County's School estate                                                                                                                                                                                                                                                                                    | Jackie Walley/James Curran              | January 2014        |
| <b>May /June 2014</b><br>[Information]                                              | New Library Performance Standards                                                | Details of the proposed new national Library Service Standards and Denbighshire's evaluation/proposals to meet those standards. The report will assist the Committee to determine whether this topic merits detailed scrutiny                                                                                                                                  | Jamie Groves/Roger Ellerton/Arwyn Jones | January 2014        |
| <b>Available during the summer term 2014</b><br>[Information]<br><b>[Education]</b> | Use of Supply Teachers<br><b>[Education – to be shared with coopted members]</b> | 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      |
| <b>September/October 2014</b>                                                       | Community Development Agency                                                     | To detail the progress made in securing alternative delivery arrangements for services previously provided by the Agency and in securing premises to deliver the services                                                                                                                                                                                      | Phil Gilroy/Gwynfor Griffiths           | March 2014          |

**Note for officers – Committee Report Deadlines**

| Meeting | Deadline      | Meeting | Deadline      | Meeting   | Deadline            |
|---------|---------------|---------|---------------|-----------|---------------------|
| 12 June | <b>29 May</b> | 17 July | <b>3 July</b> | 2 October | <b>18 September</b> |

Performance Scrutiny Work Programme.doc

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Cabinet Forward Work Plan

Appendix 2

| Meeting         |   | Item (description / title)              | Purpose of report                                                                              | Cabinet Decision required (yes/no) | Author – Lead member and contact officer             |
|-----------------|---|-----------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------|
| <b>29 April</b> | 1 | Finance Report Update                   | To update Cabinet on the current financial position of the Council                             | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady             |
|                 | 2 | Dublin Declaration                      | To consider an invitation to sign up to the Dublin Declaration                                 | Yes                                | Cllr Bobby Feeley / Gwynfor Griffiths / Sandra Jones |
|                 | 3 | Bailiff Reform<br><b>A Part II item</b> | To adopt recent changes to the legislation governing the use of bailiffs and the fees charged. | Yes                                | Cllr Julian Thompson-Hill / Paul McGrady             |
|                 | 4 | Business Rates Write Offs               | To seek Cabinet approval to write off irrecoverable Business Rates.                            | Yes                                | Cllr Julian Thompson-Hill / Paul McGrady             |
|                 | 5 | Corporate Events Strategy               | To consider the Corporate Events Strategy and associated annual calendar                       | Yes                                | Sian Owen                                            |
|                 | 6 | Items from Scrutiny Committees          | To consider any issues raised by Scrutiny for Cabinet's attention.                             | Tbc                                | Scrutiny Coordinator                                 |
|                 |   |                                         |                                                                                                |                                    |                                                      |
| <b>27 May</b>   | 1 | Finance Report Update                   | To update Cabinet on the                                                                       | Tbc                                | Cllr Julian Thompson-                                |

Cabinet Forward Work Plan

| Meeting        | Item (description / title) |                                                                                          | Purpose of report                                                                                                                       | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                            |
|----------------|----------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------------------------------------------|
|                |                            |                                                                                          | current financial position of the Council                                                                                               |                                    | Hill / Paul McGrady                                                 |
|                | 2                          | New North East Wales marketing area for tourism in Wales and Destination Management Plan | Consideration of a report on the replacement of 2 current marketing areas/ introduce the new brand / moving forward and business buy in | Tbc                                | Cllr Huw Jones / Jamie Groves / Vicki Shenton-Morris / Fiona Dolben |
|                | 3                          | Procurement Business Case for Three Counties                                             | To consider the Business Case                                                                                                           | Yes                                | Cllr Julian Thompson Hill / Paul McGrady                            |
|                | 4                          | Nova Centre Redevelopment Proposals                                                      | To consider redevelopment proposals for the Nova                                                                                        | Yes                                | Cllr Huw Jones / Rebecca Maxwell / Jamie Groves                     |
|                | 5                          | Street Naming Policy                                                                     | To consider amendments to the current Street Naming Policy and to adopt the new Policy.                                                 | Yes                                | Cllr Huw Jones / Hywyn Williams                                     |
|                | 6                          | Items from Scrutiny Committees                                                           | To consider any issues raised by Scrutiny for Cabinet's attention.                                                                      | Tbc                                | Scrutiny Coordinator                                                |
|                |                            |                                                                                          |                                                                                                                                         |                                    |                                                                     |
| <b>24 June</b> | 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                                                                                     | Tbc                                | Cllr Barbara Smith / Alan Smith / Keith                             |

Cabinet Forward Work Plan

| Meeting             |   | Item (description / title)                       | Purpose of report                                                                             | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------------------|---|--------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                     |   |                                                  | Corporate Plan 2012 -17                                                                       |                                    | Amos                                     |
|                     | 3 | Items from Scrutiny Committees                   | To consider any issues raised by Scrutiny for Cabinet's attention                             | Tbc                                | Scrutiny Coordinator                     |
|                     |   |                                                  |                                                                                               |                                    |                                          |
| <b>29 July</b>      |   |                                                  |                                                                                               |                                    |                                          |
|                     |   |                                                  |                                                                                               |                                    |                                          |
| <b>2 September</b>  |   |                                                  |                                                                                               |                                    |                                          |
|                     |   |                                                  |                                                                                               |                                    |                                          |
| <b>30 September</b> |   |                                                  |                                                                                               |                                    |                                          |
|                     |   |                                                  |                                                                                               |                                    |                                          |
| <b>28 October</b>   |   |                                                  |                                                                                               |                                    |                                          |
|                     |   |                                                  |                                                                                               |                                    |                                          |
| <b>25 November</b>  | 1 | Tenancy Terms and Conditions and Service Charges | To consider updated tenancy terms and conditions and charges for additional landlord services | Tbc                                | Cllr Hugh Irving / Stephen Collins       |
|                     |   |                                                  |                                                                                               |                                    |                                          |
| <b>16 December</b>  |   |                                                  |                                                                                               |                                    |                                          |
|                     |   |                                                  |                                                                                               |                                    |                                          |

Note for officers – Cabinet Report Deadlines

Cabinet Forward Work Plan

| <i>Meeting</i> | <i><b>Deadline</b></i> | <i>Meeting</i> | <i><b>Deadline</b></i> | <i>Meeting</i> | <i><b>Deadline</b></i> |
|----------------|------------------------|----------------|------------------------|----------------|------------------------|
|                |                        |                |                        |                |                        |
| <i>April</i>   | <i><b>10 April</b></i> | <i>May</i>     | <i><b>12 May</b></i>   | <i>June</i>    | <i><b>10 June</b></i>  |

Updated 28/03/14 - KEJ

Cabinet Forward Work Programme.doc

## Progress with Committee Resolutions

| Date of Meeting | Item number and title                                      | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Progress                                                                             |
|-----------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 20 March 2014   | 5. Service Provision Following Closure of Community Agency | <p><b>Resolved: -</b></p> <p>(a) that subject to the observations made and the provision of the required information that the Committee endorse the actions being taken to ensure alternative ways are found for providing the range of services currently provided by the Community Development Agency on the reduction in their budget of £25,000; and</p> <p>(b) that an information report be provided to the Committee in the autumn of 2014 detailing the progress made in securing alternative delivery arrangements and premises for the purpose of delivering the Agency's services.</p> | See Appendix 1- information report scheduled for distribution September/October 2014 |
|                 | 6. In-house Provider Visits 2013/14 Overview               | <p><b>Resolved: -</b> to note the information provided on the In-House Provider Visits and that a cross-Scrutiny Task and Finish Group be established with a view to examining value for money options for delivering high quality social care services in the County.</p>                                                                                                                                                                                                                                                                                                                        | Arrangements underway to establish the task and finish group                         |
|                 | 7. Agricultural Estate                                     | <p><b>Resolved: -</b> that</p> <p>(a) a meeting of the Agricultural Estate Working Group be</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                      |

|  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                           |
|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
|  |  | <p><i>convened urgently with a view to devising a clear long-term vision for the Council's Agricultural Estate and develop a robust strategy to deliver the vision. The Working Group to review its Terms of Reference, meet on a regular basis and conduct a condition survey of all holdings with a view to delivering the vision; and</i></p> <p><i>(b) a report be presented to the Committee at its meeting on 12 June 2014 outlining the progress achieved to date in progressing the above</i></p> | <p>See Appendix 1 – report scheduled for presentation to the Committee at its meeting on 12 June 2014</p> |
|--|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|