



To: Members of the Communities
Scrutiny Committee

Date: 6 September 2013

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Dear Councillor

You are invited to attend a meeting of the **COMMUNITIES SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 12 SEPTEMBER 2013** in **COUNCIL CHAMBER RUSSELL HOUSE, RHYL**.

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 (Pages 5 - 14)

To receive the minutes of the Communities Scrutiny Committee held on 4 July 2013 (copy enclosed).

5 PUBLIC REALM STRATEGY FOR DENBIGHSHIRE (Pages 15 - 38)

To consider a report by the Corporate Director: Customers (copy enclosed), which seeks Members' views on the structure and content of the draft Public Realm Strategy for the Council.

9.35 a.m.

6 PREPAREDNESS FOR WINTER MAINTENANCE 2013/14 SEASON (Pages 39 - 42)

To consider a report by the Asset and Risk Manager (copy enclosed) which seeks Members' observations on the proposed winter maintenance arrangements to deal with adverse and severe weather conditions on the county's roads.

10.10 a.m.

Comfort Break

7 DESTINATION, MARKETING AND COMMUNICATIONS TEAM - NEW OPERATING MODEL (Pages 43 - 58)

To consider a report by the Head of Communications, Marketing and Leisure (copy enclosed), which details the key changes which have taken place as part of the re-structure of the Destination, Marketing and Communications Team, and the new operating model for the team. The report seeks Members' observations on the new approach.

11.00 a.m.

8 SCRUTINY WORK PROGRAMME (Pages 59 - 82)

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.

11.35 a.m.

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

11.45 a.m.

MEMBERSHIP

Councillors

James Davies
Peter Evans
Carys Guy
Huw Hilditch-Roberts
Rhys Hughes
Win Mullen-James

Bob Murray
Joe Welch
Cefyn Williams
Cheryl Williams
Huw Williams

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COMMUNITIES SCRUTINY COMMITTEE

Minutes of a meeting of the Communities Scrutiny Committee held in Council Chamber, Russell House, Rhyl on Thursday, 4 July 2013 at 9.30 am.

PRESENT

Councillors James Davies, Peter Evans, Carys Guy, Huw Hilditch-Roberts (Chair), Bob Murray, Cefyn Williams, Cheryl Williams and Huw Williams

Observers: Councillors David Smith and Bobby Feeley

ALSO PRESENT

Corporate Director: Customers (HW), The Economic & Business Development Manager (TB), Development Control Manager (PM), Head of Environment (SP), Service Improvement Manager (VR), Strategic Highways Manager (MH), Section Manager: Network Management (TT), Senior Officer - Strategy and Partnerships (SL), Community Housing Manager (SK), Service Manager: Strategic Development (GG), Supporting People Team Manager (KN), Scrutiny Co-ordinator (RE) and Committee Administrator (SLW).

1 APOLOGIES

Apologies for absence were received from Councillors Rhys Hughes, Win Mullen-James and Joe Welch

2 DECLARATION OF INTERESTS

No declarations of personal or prejudicial interest had been raised.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters were raised.

4 MINUTES

The minutes of the Communities Scrutiny Committee held on 23 May 2013 were submitted.

***RESOLVED** that the minutes of the meeting held on the 23 May 2013 be received and approved as a correct record.*

5 RHYL GOING FORWARD PROGRAMME (QUARTERLY REPORT)

The Economic & Business Development Manager (E&BDM) submitted a report (previously circulated) to provide information regarding progress in terms of implementing the Rhyl Going Forward (RGF) Regeneration Strategy.

The four workstreams of the programme and their current status were:-

- West Rhyl Regeneration Area had a current status of Orange
- Town Centre had a current status of Orange
- Seafront and Tourism had a current status of Yellow
- Live & Work in Rhyl had a current status of Orange

During consideration of the report, discussions went as follows:-

- DCC work in partnership with the Welsh Government and Pennaf on the West Rhyl Housing Improvement Project. The current orange status reflected the uncertainty around the project whilst awaiting the Inspector's decision following the Compulsory Purchase Order Public Inquiry which was expected imminently. Regardless of the decision, the next phase of demolition – north Gronant Street – was scheduled to begin this month.
- The proposed location for the new aquatic centre was on the promenade adjacent to the sky tower. The future plan was to demolish the existing Sun Centre and reconfigure and remodel the Pavilion Theatre. Due to the close proximity of the new aquatic centre to the sky tower, this raised more opportunities for the future use of the sky tower. The decision had not yet been taken as to the prospective size of the pool within the new aquatic centre. The 50 metre competition pool was unlikely to go ahead due to financial constraints and the limited amount of space available – as competition pools should also have warm up and cool down pool facilities on the same site. The two alternative options for consideration would be a 50 metre, four lane pool or a 25 metre pool with an enhanced leisure option. Partnership working on a detailed financial model was currently being undertaken. The aquatic centre would need to be an all year round facility for the local community as well as attracting visitors, for it to be financially viable.
- The former Bee Hotel renovations were completed and one tenant had been signed off. The building provided good quality office space and therefore the local authority did not foresee any problems signing up future tenants.
- Ocean Plaza Development. Councillor Joan Butterfield had been working with the Developers following Members concerns regarding the untidy state of the site. The developers had committed to replacing the hoarding boards at the site and the level of rubble was to be lowered and landscaped. Work would commence within the next month.
- The town centre was the focus of a bid for vibrant and viable places funding. The Queens Market would be included as part of the vibrant and viable places bid. If the bid was to be successful, it could be as much as £5 million annually. This would fund various projects in the town centre with delivery between April 2014 and March 2017. This would make an enormous difference to Rhyl over the next three to five years.
- Rhyl Harbour. The second arm of the bridge was due to be installed imminently.
- Rhyl High School designs were being developed. Investigations were taking place as to how to make the new facility work for the community and the business community as well as a school. Technology opportunities could create additional business in the evenings and weekends.

- The former Costigans building opposite Rhyl Railway Station had been fully renovated externally. Work was still required on the internal building as, unfortunately, not much interest had been shown in regard to prospective tenants renting the building. Therefore, the internal renovation would probably be required to encourage the signing up of a prospective tenant.

RESOLVED that the progress report on implementing the Rhyl Going Forward Regeneration Strategy be received and noted.

6 CONTROL OF CARAVAN SITES

The Development Control Manager (DCM) introduced a report (previously circulated) providing information regarding the progress of the project to monitor and enforce legislative controls on caravan sites in the county and to control the emergence of new ones.

This had been an update to the report presented to Communities Scrutiny Committee in July 2011.

The problem within the county had been that a number of caravans were not utilised for holiday purposes but as a main residence. An immense amount of intelligence gathering would be required to identify any breaches in planning or licensing conditions. The caravan parks could be regularised with new planning and licensing applications and they would be requested to make the sites lawful. A Caravan Site Strategy was to be drawn up. The Environmental Health Officer would be collating information on caravan sites including council tax, police and fire service information. A Caravan Site Seminar with larger caravan park owners was to be set up by the Public Protection Manager.

Within the Local Development Plan (LDP) it was stated that there was no requirement for any additional static caravan sites to be set up within the county, unless a need was identified with respect to supporting the area's tourism offer.

Problems arose if people resided in a caravan unlawfully, as there was a potential for them to be made homeless. Social Services and Housing would also need to be involved with this issue.

Planning was to be regularised with specific action points to address the problem of residential caravans within holiday sites. There was an urgency to assess if the local authority had re-housed any people in caravans, thereby involving social services and housing.

If a caravan site was found to be in breach of regulations but did not apply for a "change of use", the hard line approach option could be to close down the site. If this scenario were to take place, the county could be left with a derelict site. The second option could be an application put before Planning Committee and to state what percentage of pitches were used as residential pitches.

Concern was expressed by members at the speed of the process. A list of the sites being targeted was requested. The fact a number of people were residing in

caravans was thought to be a drain on the Council's resources. A multi-agency approach and risk/impact analysis would be drawn up as part of a Caravan Sites Strategy. Corporate support would therefore be required and the Corporate Director: Economic and Community Ambition would be consulted.

Conwy County Borough Council had been running a pilot scheme, the outcome of which was yet unknown.

RESOLVED that:-

- (i) The Committee receive and note the report*
- (ii) A multi-agency report and risk analysis/impact analysis along with a draft Caravan Sites Strategy for Denbighshire be brought back to the Committee in October 2013 for members' consideration.*

With the Committee's approval the Chair varied the order of business at this juncture.

7 IMPROVING OUR HIGHWAY/PUBLIC REALM SERVICE DELIVERY METHODS

The Head of Environment (HoE) submitted a report (previously circulated) updating members on the reorganisation of the Council's Highway/Public Realm Services.

On 18 December 2012, Cabinet decided to reorganise the Council's highway/public realm services. The report outlined how ideas were being developed and implemented. The presentation of the report provided Committee Members with an opportunity to shape the final outcome.

The key aims, set out in the Cabinet decision of December 2012 were:

- (i) To engender a culture-shift via a well-planned and carefully managed change programme that puts the customer at the heart of how services are delivered.
- (ii) To develop a strong management team that will deliver the change programme and manage continual improvement thereafter.
- (iii) To improve the Council's resilience when dealing with winter maintenance and emergency situations.
- (iv) To develop operational systems which were lean, efficient and flexible.
- (v) To engage positively with the national drive towards a regional transportation service.

The project would be a three year rolling programme. The newly merged Work Unit would procure works in the most cost effective manner. This could result in the use of local contractors rather than in house staff. Closer supervision of the work being paid for would take place, and overall would provide better value for money as the quality of work would be higher and therefore last longer.

Routine maintenance activities were to be undertaken by joined-up operational teams with one point of contact controlling each team. This was referred to as a Streetscene Model. Overall, there would be fewer Service Managers with more delegation given to the blue collar staff. The use of agency staff would be

eliminated in time. The blue collar staff would be required to commit to flexibility whilst working. Annualised hours and multi-tasking would be investigated and discussed with the Unions. If a lean and efficient workforce worked flexibly, that would be the best way to safeguard jobs.

With the use of the CRM, and with the Streetscene model in place, in future customers would receive quicker and more definitive responses to any queries submitted. The CRM responses would be monitored to ensure time deadlines were adhered to.

RESOLVED that members receive the report and endorse the general direction of travel with respect to improving service delivery.

8 CONDITION OF THE COUNTY'S HIGHWAYS

The Strategic Highways Manager (SHM) submitted a report (previously circulated) to outline the present condition of the County's highways network and identify areas which required maintenance work including the parameters and methodology for developing a three year draft programme of works.

The Assets Management role was to ensure that the Council obtains the best value from the ongoing investment in the highway in line with the latest asset management techniques.

The development of the programme had become more evidence based. The process was based on a number of condition indicators, views of the Network Manager and Area Engineers, consultation with Town and Community Councils, and discussion and agreement at Member Area Groups (MAGs).

Condition Indicators were:-

- SCANNER (Surface Condition Assessment for the National Network of Roads). The survey was undertaken annually but did not cover the whole of network and was particular poor on C/unclassified roads, which were the largest part of Denbighshire's network.
- SCRIM (Sideway-force Coefficient Routine Investigation Machine). Measured the wet skidding resistance and profile of the road surface and had similar coverage to the SCANNER survey. Due to the significance of this data, it underpinned the decision on which roads to maintain.
- RCI (Road Condition Indicator). This was a local measure of the visual condition of all the roads within the county. The Council's Highways Supervisors inspected the highways on a regular basis. The RCI data was the best indicator of the condition of the highways as it was frequently updated and covered the entire network.

The programme for this year was underway and continued work was required with the existing processes for the 2014/15 programme. It was recommended that a Working Group be set up to develop a strategic approach to highways asset management which would determine the future allocation of capital funding and that a Member from each Member Area Group (MAG) serve on the Working Group. The Scrutiny Co-ordinator confirmed she would contact the Community Engagement

Manager to arrange this. The condition of the highways would be reviewed annually at the end of the winter season.

Councillor Cefyn Williams expressed his concern regarding the standard of the roads within his local area. Councillor Williams read from the Wales Audit Office's Annual Improvement Report 2013 for Denbighshire which stated that roads in "areas such as the Dee Valley [appeared] to be in a very poor condition". He wished it to be known that he had no complaint against any officers but needed to express his annoyance at the state of the roads. The SHM agreed to meet with Councillor Williams to discuss this issue on a separate occasion outside the meeting.

The Section Manager: Network Manager confirmed to the Committee that all roads within the county were surveyed at least twice a year. Four cycles of data had been collated over the past two years and a list of the top worse roads within the county had been compiled. The SHM confirmed that a draft Highways Asset Management Strategy would be drawn up. The Head of Environment confirmed a 3 year Highways Capital Plan would also be compiled

RESOLVED that:-

- (i) Members receive and approve the report*
- (ii) The Committee agreed that a draft Highways Asset Management Strategy be presented to the Communities Scrutiny Committee in November 2013 following the establishment of the Working Group.*

9 DEVELOPING THE LOCAL HOUSING STRATEGY - DENBIGHSHIRE (2013-18)

The Senior Officer – Strategy and Partnerships (SOSP) submitted a report (previously circulated) to provide Members with the opportunity to comment on the draft Local Housing Strategy prior to wider consultation.

The Local Housing Strategy (LHS) set out the current local housing situation across all tenures and provided strategic direction for five years. The current LHS was adopted in 2007 and was currently being fully revised.

Denbighshire County Council was working in close partnership with Glyndŵr University to develop the LHS as they offered a wealth of expertise, had an excellent track record and presented value for money.

The LHS was to be presented to Full Council in September 2013.

A request was made to the Community Housing Manager (CHM) for costings showing the comparison of living in a rural area compared to living in an urban area. The CHM clarified that a new Research Officer had been appointed and the figures would be available in approximately six months.

RESOLVED that:-

- (i) Members receive and note the report and the draft Local Housing Strategy 2013-18*

(ii) a quarterly "information report" on the Local Housing Strategy implementation plan be submitted to the Committee for monitoring purposes, with the proviso that it may call the Lead Member and officers in if any areas of concern came to light.

10 UPDATE ON SUPPORTING PEOPLE FUNDED INTERNAL SERVICES IN DENBIGHSHIRE

Apologies were received from the Head of Adult and Business Services for this item.

The Lead Member for Social Care and Children's Services presented a report (previously circulated) providing up to date information regarding the funding of internal services provided by the Supporting People Programme in Denbighshire and the planning to secure those services in the light of the Supporting People (SP) funding cuts.

Cabinet had requested that Communities Scrutiny Committee considered the impact of the new arrangements on the delivery and funding of SP services in Denbighshire, including identification of pressures caused and potential solutions to alleviate any pressures.

The Supporting People programme had been launched ten years ago. The funding of key internal services provided by the SP programme in Denbighshire included:-

- Extra Care Housing
- Support for People with a Physical Disability
- Support for people with Mental Health Needs
- Support for people who have a Learning Disability
- Telecare Services
- Reablement Services

The Denbighshire SP budget would be facing cuts in the region of £330K per annum for 2014/15 and 2015/16. This would be a five year programme of cuts which would see the total Supporting People Programme Grant to Denbighshire reduced by approximately 20%. That would equate to cuts over £70,000 per annum for the next two years in support provided to Denbighshire Adult Services. At the end of the two year period, there would be a possibility of further cuts being made.

It had been necessary to ensure all the services were supported fully, complying with grant conditions, otherwise a claw back of funding could result.

A letter had been received from the Welsh Government on the morning the Communities Scrutiny Committee meeting had been held, an excerpt of which stated as follows:-

"I want to make sure local authorities and service providers budget in for further cuts. Supporting People National Advisory Board is looking at further cuts".

The Supporting People Team Manager explained to the Committee that contracts of employment had been re-written to reflect the work staff actually do. A number of projects had been cancelled. With regard to finding further funding cuts, Supporting People will need to make decisions around what projects are strategically relevant to fund. The needs of all the people who need them most must be met.

It was suggested that, on receipt of details of the further announced cuts, another SP Programme report be submitted to the Committee.

RESOLVED that:

- (i) *Members receive and note the report*
- (ii) *An update report be provided to Communities Scrutiny Committee detailing the further cuts announced by the Welsh Government in July 2013, their impact on the services provided by the Council, and the measures to be taken to mitigate the effects of the funding reductions and safeguard vulnerable people.*

11 SCRUTINY WORK PROGRAMME

A report by the Scrutiny Co-ordinator was submitted (previously circulated) seeking Members' review of the Committee's Forward Work Programme and providing an update on relevant issues. A draft Forward Work Programme (Appendix 1); Proposal form for Agenda Item for Communities Scrutiny – Talented Athlete Grant (Appendix 2); Cabinet's Forward Work Programme (Appendix 3) and Progress on Committee Resolutions (Appendix 4) had been attached to the report.

Members agreed to the following revisions to the work programme –

- October – Draft Flood Management Study and the draft Caravan Sites Strategy to be added to the FWP
- November – draft Highway's Asset Management Strategy and Three Year Capital Plan be added to the FWP

Regarding the proposal form submitted for "Talented Athlete Grant" to be added to a future Communities Scrutiny Committee business agenda, unfortunately, due to work programme pressures and the fact that the "impact" of the item had not scored highly, the Committee decided not to include it on its programme of future work.

At the recent Scrutiny Chairs and Vice-Chairs Group meeting, it had been agreed that in the future a Lead Member for a subject report would be expected to introduce and lead the item with the officer attending as support. A protocol would be drawn up for future meetings. A meeting had been provisionally scheduled between Lead Members and the Scrutiny Chairs and Vice-Chairs Group in early September.

Councillor Bob Murray requested information regarding fixed penalty fine notices issued by Kingdom be received immediately rather than wait until the scheduled agenda item in October.

The Scrutiny Co-ordinator requested a Committee representative to serve on the Corporate Parenting Forum. Councillor Win Mullen James was recommended. The Scrutiny Co-ordinator confirmed she would contact Councillor Win Mullen James.

RESOLVED that subject to the above, the forward work programme as detailed in Appendix 1 to the report be approved.

12 FEEDBACK FROM COMMITTEE REPRESENTATIVES

None.

THE MEETING CONCLUDED AT 12.35 P.M.

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Report to: Communities Scrutiny Committee

Date of Meeting: 12 September 2013

Lead Member / Officers: Lead Member for Public Realm

Report Author: Corporate Director: Customers

Title: Public Realm Strategy

1. What is the report about?

This report is about seeking Communities Scrutiny Committee's views on the structure and content of the draft Public Realm Strategy for the Council. The Strategy is attached as Appendix 1 to this report.

2. What is the reason for making this report?

To date, the Council has not produced a Public Realm Strategy which outlines the way it intends to deal with issues affecting the public realm within the County. An Internal Audit report into the way the Council manages the public realm, recommended that such a Strategy is necessary in order to develop clarity and coherence around how the Council deals with this important area. The second recommendation within the Audit report was to ensure better joint working between key services and a more corporate approach to the way that the Council plans and responds to issues that stem from the public realm.

3. What are the Recommendations?

That Scrutiny Members comment on the content of the draft Public Realm Strategy before it is formally presented to a future Cabinet meeting.

4. Report details

The draft Public Realm Strategy has been developed following research into similar strategies that exist elsewhere in Wales and beyond which include some strategies that have been considered from overseas. A number of key officers at Director and Head of Service level were involved in beginning to shape the Strategy. An earlier draft of this Strategy was shared at a workshop of senior and middle managers that contribute to the delivery of public realm services within the County. This workshop enabled further development of the Strategy to take place. The Lead Member has also been involved in the various stages in the development of the Strategy. The document aims to be a strategic document that defines what is meant by the term public realm, and how the Council can control and influence the work that takes place. The Strategy attempts to define the importance of partnership working in implementing change in order to improve the state of the public realm.

An attempt has been made to define briefly the roles and responsibilities of key members, Scrutiny, Member Area Groups and key officers. Four strategic principles have been identified which are:

- accessible and well-connected public realm
- clean and tidy environment
- local identity preserved and developed
- a safe environment

More detailed descriptions about what is meant by these four strategic principles are outlined on pages 5-8 of the draft document, together with some practical examples of some developments over recent months and years. This Strategy will help to deliver the corporate priority “Clean and Tidy Streets” together with the priority for “Developing the local economy”, although it is much broader than these two priorities alone, as it affects the life of all our residents and those who work and visit Denbighshire.

The purpose of this Strategy is to influence the way that Council services work in future and the way that the Council relates to partners in terms of our work in improving the public realm. In addition to developing and agreeing this Strategy, more work will follow to bring key service areas together to work more effectively on a coherent basis in order to deliver the precepts of the Strategy. An example of this kind of activity, which has worked well already, is the development and implementation of the Anti-Fouling Strategy. In addition, the bringing together of Highways & Environmental Services into one coherent Denbighshire based service, will also play a crucial role in securing better co-ordination of the Council’s own activity. Other services that play an important part in this work is the Planning & Public Protection Service, the Housing Service and our Communication, Leisure & Marketing Service. In order to respond to the second recommendation from the Audit report, the Corporate Director: Customers has brought relevant Heads of Service together to work on key developments.

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

This Strategy will assist in the delivery of the corporate priority on Clean and Tidy Streets together with the corporate priority on “Developing the local economy”.

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

It is envisaged that much of the work to deliver this Strategy will be within current service budgets and within any Corporate Plan allocations for the two corporate priorities listed above.

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

The decision is to seek Members views on the structure and content of the draft Public Realm Strategy. The Equality Impact Assessment, which was undertaken on the draft strategy proposal (see appendix 2), will offer additional information to compliment Member understanding of the draft proposal.

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

To date, the consultations that have taken place have been with relevant officers from the various services delivering aspects of the public realm within the Authority, with the Lead Member and the Senior Leadership Team. City, Town & Community Councils have also received copies for their comments, as have the voluntary sector and Natural Resources Wales. It is proposed that this draft Strategy be considered by the Communities Scrutiny Committee in September.

9. Chief Finance Officer Statement

Any additional costs arising from the implementation of the Strategy will have to be met from existing resources.

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

If the Council decides not to develop the Public Realm Strategy there is a risk of not satisfying a recommendation that has come from an internal Audit report, and that the lack of coherence identified by Audit will continue as a problem within the Authority into the future. This poses a risk as the approach to handling the public realm within the Council may be less than effective and coherent. Developing an agreed Strategy for the public realm and an operational structure that will promote the implementation of this Strategy on a shared basis between relevant departments will reduce this risk and will potentially improve the approach to the public realm within the Authority, leading to positive evaluations from residents and visitors to the County.

11. Power to make the Decision

Section 111 Local Government Act 1972 and Section 2 Local Government Act 2000 as general powers, enable the Council to make decisions in respect of this.

Furthermore, the policy context section on pages 9 and 10 of the draft Strategy outline the Legal frameworks that govern how the public realm is managed.

Article 6.3.3(a) of the Council's Constitution sets out scrutiny's role with respect to policy development.

Contact Officer:

Corporate Director: Customers

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PUBLIC REALM STRATEGY

Version	3.5
Date Modified	21 June 2013
Document Controller	Hywyn Williams Corporate Director: Customers
Document Author	Ewan McWilliams Corporate Improvement Officer
Status	Draft

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INTRODUCTION

A person's perception of the public realm is significantly influenced by the quality of the environment as they walk, cycle, or drive through it. The people's perception of the public realm in Denbighshire was recently understood from a significant amount of research, analysis, consultation, and engagement work undertaken to support the development of the Corporate Plan. The output from these research activities was the identification of the corporate priority "Clean and Tidy Streets" and "Developing the Local Economy".

The Clean and Tidy Streets corporate priority is focused on the cleanliness aspect of the public realm, which is expanded in this strategy to account for the wider public realm, addressing how the council can contribute to its improvement.

The Developing the Local Economy corporate priority is expressed in our Local Economic Ambition Strategy, which outlines our expectation for local economic growth, addressing the factors that can help to sustain vibrant towns and communities.

A wide range of council functions contribute to the quality of the public realm in Denbighshire, for example maintenance, street cleaning, regeneration, tourism, planning, traffic and parking management, and marketing. This places significant importance on the ability of the council to coordinate those functions, including partnerships with other organisations or groups, to create a high quality public realm.

The purpose of this Public Realm Strategy is to help support the coordination of local authority work in the public realm and create improvements that relate to people's everyday experiences. This document is primarily concerned with the city, town, village, and countryside environments in Denbighshire.

This document will present:

- A definition of the public realm
- The strategic principles for the public realm, and
- The services that should be considered to support of the strategic principles

The challenge for Denbighshire County Council services is to come together and determine how they can best contribute to improvements in the public realm by drawing up and aligning plans:

- To coordinate works (including external contractors or utilities) in the public realm to create an environment that is perceived positively by those who use it,
- To deliver on our corporate priority, to produce an attractive environment for residents and visitors alike,
- To encourage and support owners of private land to adhere to the same principles and guidelines of the council,
- To explore opportunities where the council can create an incentive for good behaviour, like community payback schemes within local communities, to tackle problem areas and enhance the environment, and
- To manage all this activity in a cost effective way

DEFINITION

The "Public Realm" is ... "all exterior areas in Denbighshire that are physically or visually open to the public regardless of ownership".

This definition has a wide scope and has two primary considerations: **control and influence**.

Control

- There are those functions where the council has a clear responsibility, often dictated by legislation, which are regarded as within the direct control of the council. This is because the council has the power to act to control what is done in the public realm.

Influence

- There are also those functions where the council does not have a clear responsibility, but as they are important to our communities, they are regarded as within influential control of the council. This is because the council has the power to act in an influential role as a community leader with the support of their communities.

Key Public Realm functions controlled by the Local Authority

- Planning Permission
- Waste Management
- Community Safety Enforcement
- Maintenance
- Street Cleaning
- Traffic and Parking Management and Enforcement

Public Realm functions influenced by the Local Authority

- Collaboration with key partner organisations
- Community involvement, support and participation
- Community leadership
- Education and promotion of behavioural change
- Community activities and campaigns

Partnerships in the Public Realm

Working in partnership with other bodies will be crucial to the success of this strategy. These include:

- Natural Resources Wales on large environmental concerns like flooding and wind farms
- City, Town & Community Councils on local environmental concerns and community initiatives
- Voluntary Organisations on community schemes and participation
- North Wales Police on the wider scope of community safety¹

¹ The wider scope of community safety rests with the Police and is not within the scope of this strategy, although we do recognise the role that a high quality public realm in creating environments in which people feel safe and that can actually help to reduce crime rates and the fear of crime. The consideration of safety in this strategy predominantly relates to health and safety within the controlled environment, and the contribution we can make to safety through creating a high quality public realm.

Lead Member for Public Realm

- Political representation of the public realm at Cabinet level
- Set and review the Public Realm Strategy
- Promote continuous improvement in Denbighshire's public realm
- Available to respond to interested parties public realm concerns including the Council's Scrutiny functions

Corporate Director: Communities

- Implement and maintain the council's Public Realm Strategy
- Strategic coordination of services and partnerships to respond to public realm improvements
- Represent the public realm on the Senior Management Team
- Responsible to ensure resources are available for the efficient operation of the Public Realm Strategy

Heads of Service

- Overall responsibility for the public realm in their relevant areas
- Authority to provide sufficient financial and staff resources to deliver the strategic principles
- Strategic cooperation of the services they provide in the public realm

Scrutiny

- Examine a range of topics that affect Denbighshire's residents and visitors
- Support the council to realise its ambitions
- Opportunity to review decisions by Cabinet and make recommendations to ensure accountability

Member Area Group

- Local debate on public realm
- Available to work in partnership to deliver services in the public realm
- Open communication to address local issues and concerns in the public realm

STRATEGIC PRINCIPLES

The council has identified four strategic principles to guide the improvements to the public realm. To accompany the strategic principles are supporting guidelines. The principles and guidelines offer strategic support to the decision-making process when drafting plans to do works in the public realm, and to ensure that development addresses the challenges faced by the council.

As mentioned earlier, the challenge for Denbighshire council services is to come together and with partners to determine how best they can contribute to improvements in the public realm by drawing up and aligning plans:

- To coordinate works (including external contractors or utilities) in the public realm to create an environment that is perceived positively by those who use it,
- To deliver on our corporate priority, to produce an attractive environment for residents and visitors alike,
- To encourage and support owners of private land to adhere to the same principles and guidelines of the council,
- To explore opportunities where the council can create an incentive for good behaviour, like community payback schemes within local communities, to tackle problem areas and enhance the environment, and
- To manage all this activity in a cost effective way

The Strategic Principles are:

- **Accessible and a well-connected public realm**
- **Clean and tidy environment**
- **Local identity preserved and developed**
- **A safe environment**

ACCESSIBLE AND WELL CONNECTED PUBLIC REALM

A very important challenge for the council is to create a balance between the requirements of pedestrian activity and vehicular movement. The focus for layout and design decisions should primarily be based on pedestrian movement to ensure every member of the public can access and move with relative ease and safety, through the public realm. Pedestrian movement, particularly in town and village centres, is important to contributor to economic activity and independent living.

Considerations of pedestrian movements are:

- The navigation challenges for people with a pram, use wheelchairs, have diminished vision, cannot hear well or who move more slowly
- The availability of space to avoid overcrowding, overspill and the unsafe use of footways
- The frequency of obstructions (street clutter) or damage to pavements and uneven surfaces
- The length of time pedestrians have to wait to cross a road, especially at junctions
- Inadequate or a lack of pedestrian crossings
- Provision of footpaths

Considerations of vehicle movements are:

- The responsibility and awareness of the driver
- Managing the speed and smooth flow of traffic
- Parking provision and arrangements
- Provision of cycleways and bridleways
- The safe passage of very large vehicles

Cycling Network

Some of the best cycling opportunities found anywhere in the UK can be found in Denbighshire. It is an ideal way of getting about towns and seeing the countryside. It helps congestion and is good for the environment and an excellent way of keeping fit. Denbighshire has many cycling jewels, the Clwydian Range and Hiraethog have some of the best bridleway cycle route networks in the country that pass through a landscape of outstanding beauty. Details of family, easy, moderate, and hard routes can be found at ridenorthwales.co.uk together with links to local events and bike facilities.

GUIDELINES FOR AN ACCESSIBLE AND CONNECTED PUBLIC REALM

- When we carry out design or re-design works in the public realm we will work to create an environment that improves pedestrian movement
- We will improve pedestrian movement in the public realm by eliminating unsightly street furniture and signage clutter to keep streets clear of obstructions
- We will work to effectively connect public places with their surroundings in a safe and appropriate manner
- We will ensure appropriate separation between footpaths, cycleways, and roads, prioritising continuity for each mode of transport

CLEAN AND TIDY ENVIRONMENT

A significant concern identified in the Corporate Plan for Denbighshire is the cleanliness of the local environment. The focus for a clean and tidy environment is to keep council controlled roads and land free from litter and other debris and to use statutory notice powers to tackle litter and other debris in the wider environment. The types of environmental crime considered important to keep the public realm clean and tidy are:

- Littering
- Fly-tipping
- Fly-posting and graffiti
- Abandoned shopping trolleys
- Abandoned vehicles
- Dog fouling
- Eyesore sites

GUIDELINES FOR A CLEAN AND TIDY PUBLIC REALM

- We will maintain our public realm areas in a neat and tidy condition, and take enforcement action against people who damage, deface or spoil it
- We will take appropriate enforcement action in cases where the condition of private land is adversely affecting visual amenity
- We will channel as much resources as is reasonably possible to maintain our public realm in a clean and tidy condition

Dog Fouling Campaign

A dog fouling campaign was launched in February 2013 with the key message that dog fouling is not acceptable in our community. The council campaigns to try to change the behaviour of dog owners to respect the environment through a mix of education, community involvement, raise awareness, the provision of tools for disposal, and enforcement.

The campaign has only been running for a short period but there is evidence taken from monitoring arrangements to suggest that public awareness is increasing and instances of dog fouling and wider environmental crime is reducing.

LOCAL IDENTITY PRESERVED AND DEVELOPED

The challenge for Denbighshire is to find the balance between developments in the public realm and the retention of cultural expression from its city, historic market towns, villages, and natural landscape. This balance extends to the coordination of universal improvements across the public realm and the opportunity for the expression of individual identity in each town and village. The unique qualities of individual towns (and parts of towns) will inform the selection and design of materials and street furniture.

Consideration for the unique qualities of individual towns and villages:

- The use of materials naturally found in North Wales
- Materials should be selected based on their durability versus cost
- The complexity of the installation process
- Welsh language signage
- The "restrictive" (preventing behaviour) or "enabling" (encouraging behaviour) use of street furniture

GUIDELINES FOR LOCAL IDENTITY TO THE PUBLIC REALM

- We will work with our local communities when we engage in efforts to improve their local public realm
- We will acknowledge that there is scope for choice in each town and village but each must also meet the overall expectation to improve the public realm in accordance with this strategy
- We will ensure the use of material and street furniture items are co-ordinated and in character with the expression of identity each town and village in Denbighshire
- We will work to preserve and enhance significant historical, cultural and natural resources in the public realm as well as practically possible
- We will co-ordinate street furniture and signage so as not to create unsightly or obstructed areas and maintain clear transmission of information
- The clear transmission of information will account for the bilingual nature of Wales giving appropriate bearing to Welsh language signage
- We will only introduce essential street furniture into the public realm, particularly where "restrictive" street furniture is concerned

Participatory Budgeting

Following the closure of the paddling pool in the Cae Ddol Parc, the local community would decide on a new amenity using Participatory Budgeting.

Project proposals were and a decision on the new amenity would be taken at a public meeting where votes were cast to decide on the winners.

The decision was made by the public and the new play amenities were later installed and have been a fantastic addition to Cae Ddol Parc.

Also, a newly formed "Friends" group successfully renovated the lake with support from Ruthin Town Council and the Environment Agency.

A SAFE ENVIRONMENT

The public realm makes an important contribution to the health, wellbeing, and safety of the population. There are many sources of evidence that show poor quality environments and a lack of (or poorly maintained) green space as important contributors to ill health, social isolation, and an increased fear of crime.

The evidence also shows that a disproportionate burden is borne by poorer people living in poor quality environments, often where the built environment and green spaces show signs of decline, such as graffiti, littering, or dog fouling. In addition, these environments are less likely to encourage positive behaviours.

The council has a role to play to ensure the appearance and upkeep of the built environment and green spaces is of high quality. This extends to the creation of community involvement within their environment, where residents and visitors feel safe and encouraged to make use of it.

Considerations for a safe public realm:

- The maintenance and upkeep of the built environment and green spaces
- Enforcement and removal for graffiti, litter, dog fouling, and other contributing signs of decline
- A high quality public realm environment can help to reduce crime rates and the fear of crime
- Safety at the interface between different transport nodes
- Issues for residential environments and densely populated urban areas due to greater concentrations of people
- The requirement for heightened safety considerations in closer proximity to schools and educational establishments
- Areas of deprivation and the likelihood of poor quality living environments
- Private land and dangerous structures

Play Area Inspections

The council is responsible for over 80 play areas in Denbighshire with the aim to keep those areas and all of our play equipment safe and in excellent condition. The council has a frequent and rigorous (internal and external) inspection regime of play areas; synchronised with litter clearance activities.

When faults are found, they are recorded and action is taken to rectify them. The aim is to rectify the most urgent faults before the next external inspection. Typically, this means a more rapid resolution during spring and summer when the weather is better, the days are long, and the play areas are more likely to be in use for longer.

GUIDELINES FOR A SAFE PUBLIC REALM

- We will work to provide safe and well maintained public realm spaces
- We will prioritise pedestrian safety by the best use of traffic and speed management
- We will ensure visibility is maintained throughout play areas so adults can supervise children
- We will minimise secluded spaces, creating sight lines into parks, and use appropriate street lighting
- We recognise that exposure to risk can be an essential component in the creation of good public spaces

- [Environmental Protection Act 1990](#)

The Environmental Protection Act 1990 makes provision for the improved control of pollution to provide the necessary powers to prevent pollution of the environment, and to act as an enforcing authority in relation to releases of polluting substances into the environment.

The particular context for this strategy is that the Act amends the law relating to litter and makes further provision imposing or conferring powers to impose duties to keep public places clear of litter and clean.
- [Clean Neighbourhoods and Environment Act 2005](#)

The Clean Neighbourhoods and Environment Act 2005 brought together a range of concerns under the broad heading of local environment quality. It makes provision for enforcement action against a wide range of statutory nuisance style activities, within communities, where there is interaction with the environment and is the key policy document in local environment quality regulations.

Local authority enforcement officers are able to issue fixed penalty notices to anyone not adhering to the regulations set out in the Act.
- [Code of Practice on Litter and Refuse 2006](#)

The Department for Environment, Food, and Rural Affairs (Defra) outlines, in this code of practice, guidelines to encourage duty bodies to maintain their land within acceptable cleanliness standards with emphasis is on the consistent and appropriate management of an area to keep it clean.
- [Technical Advice Note 12: Design 2009](#)

Planning Policy Wales sets out the Assembly Government's land use planning policy in respect of "Promoting sustainability through good design", which includes the role of local planning authorities in delivering good design.
- [Local Transport Note 01/08: Traffic Management and Streetscape](#)

The intention of this Local Transport Note (LTN) is to help all those involved in the design of traffic management measures to prepare schemes that consider and care for the streetscape. Specifically, it aims to enhance streetscape appearance by encouraging design teams to minimise the various traffic signs, road markings, and street furniture associated with traffic management schemes.
- [Traffic Signs Regulations and General Directions 2002](#)

The Traffic Signs Regulations and General Directions sets out the provision for the appropriate use and application of all forms of road traffic signs.
- [Town and Community Council Charter 2011](#)

The Town and Community Council Charter formalises ten key principles of interaction between the Council and its employees and Town and Community Councils. The Charter details the Powers and Duties Town and Community Councils can enact, a significant number of which relate to the Public Realm.

- [Town and Country Planning Act 1990](#)
The primary concept from this Act is the definition of what amounts to development. Development means the carrying out of building, engineering, mining, or other operations in, on, over, or under land, or the making of any material change in the use of any building or land.
- [Building Act 1984](#)
The Building Act 1984 is the primary legislation under which the Building Regulations and other secondary legislation are made. The many powers of the Building Act 1984 include those for dangerous structures, enforcement of Building Regulations, and many more.
- [Planning Act 2008](#)
In the context of this strategy, this Act makes provision relating to any blight caused by structure plans, local plans and unitary development plans.
- [Local Development Plan](#)
The Local Development Plan provides guidelines as to what can be built and where throughout the County over a 15-year period. The Local Development Plan determines where new development will take place, and includes policies that aim to protect existing public open spaces and require new open space as part of new housing development together with financial contributions towards their future maintenance.
- [Technical Advice Note 16: Sport, Recreation, and Open Space 2009](#)
The Note discusses development management issues about the design of facilities and spaces, and noise and accessibility. It also considers how planning agreements can help the provision and maintenance of facilities.
- [Regional Transport Plan](#)
The North Wales Regional Transport Plan (RTP) is a strategy for identifying and delivering improvements to our transport system in North Wales over the next 25 years. The RTP is set in the context of not only national policies but also the economic and social aspirations and development plans of the six North Wales local authorities.
- [Manual for Streets](#)
The Manual for Streets focuses on lightly trafficked residential streets, but many of its key principles may be applicable to other types of street, for example high streets and lightly trafficked lanes in rural areas.

The Council

The principal factor that will determine if the public realm is perceived positively will be the opinion of Denbighshire's residents. In order to understand the opinion the council will ask the residents of Denbighshire in the Resident's Survey. The Resident's Survey will take place once every two years and provide a decent insight into public opinion on a selection of key questions.

Information to support the perception of our residents will come from the council's formal monitoring of the Corporate Plan. The council will produce a report on the delivery of the Corporate Plan, which will include corporate priority "Clean and Tidy Streets" and "Developing the Local Economy". These priorities contain a range of indicators and performance measures that are analysed to determine what the general picture in Denbighshire is, and who successful are the council's contributions. A full evaluation of the Corporate Plan is performed every year in the Annual Performance Review, which is externally reviewed by the Wales Audit Office.

The implementation of this strategy and the information we receive from residents and from performance management data will require more joint working between key services. This will include the integration of Environment Services and Highways functions, and enhanced linkages with Planning and Public Protection on enforcement activity and with Housing, especially in terms of the management of housing estates. Marketing this strategy and initiatives that stem from it will also be necessary in a similar way to the approach adopted with the Anti-Fouling Strategy.

A Corporate Director will be responsible for ensuring that services work together for the common aim of implementing this strategy.

The Public

The council has one approach to customer service, "The Denbighshire Way" approach, which includes several initiatives allowing any member of the public to contact the council, in their preferred method, and express their views and concerns. The details of "The Denbighshire Way" document establish the behaviours and protocols services should follow to ensure a high standard of customer service is delivered. There is an expectation that the public will provide the Council with valuable information on a regular basis and that the Council should proactively seek such information and potentially respond to such complaints and requests for services.



Public Realm Strategy 11 March 2013

Equality Impact Assessment

Public Realm Strategy

Contact: Hywyn Williams, Corporate Director:
Communities

Last Updated: 26.06.2013

1. What type of proposal is being assessed?

A strategic or service plan

2. Please, describe the purpose of this proposal

The proposal is for the drafting of a strategic plan, which intends to articulate the detail to support the delivery of the improvement objective "Clean and Tidy Streets" and components of "Developing the Local Economy" (Corporate Plan).

The aim of the strategy is to provide an appropriate level of information to those services that interact with the public realm, so that they can deliver improvements as intended by this improvement objective.

Council services will use this strategy to guide and support the coordination and delivery of works in the public realm, and because of this, they will need to consider the impact of their work on the protected characteristics.

3. Does this proposal require a full equality impact assessment?

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

Yes

A new strategic plan will require an assessment.

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)

The first step taken was to aggregate national information and information from Denbighshire's equality research in relation to the Corporate Plan equality impact assessment. This information was secondary, i.e. an amalgamation of

information from other sources, which included primary research and engagement. This provides an overview of current knowledge, which was:

The Equality Act 2010 requires public authorities to show due regard in relation to the provision of goods and services and employment. The general duty also aims to:

- Eliminate discrimination, harassment, and victimisation
- Advance equality of opportunity, and
- Foster good relations between people of different protected characteristics

Denbighshire Disabled People Guidance Document:

- The Equality Act introduced the principle of indirect discrimination for disability. This occurs when something applies in the same way to everybody but has an effect that particularly disadvantages, for example, disabled people. Indirect discrimination may be justified if it can be shown to be a proportionate means of achieving a legitimate aim.
- The social model of disability says that disability is created by barriers in society. These barriers generally fall into three categories:
 - The environment – including inaccessible buildings and services
 - People’s attitudes – stereotyping, discrimination, and prejudice
 - Organisations – inflexible policies, practices, and procedures
- The priorities identified by disabled people, building on the Disability Wales Manifesto for Independent Living which was produced through engagement in 2010-11 include:
 - Information, advice, advocacy, and peer support
 - Accessible and supported housing
 - A barrier-free transport system
 - Accessible and inclusive places
 - Employment including self employment
- Disability Wales Streets Ahead research has highlighted barriers to accessing services categorised as:
 - Physical barriers – access into premises and their interior, such as lack of level access or ramps into premises, narrow width of doorway, wrong type of door entry and interior clutter.

The second step was to analyse the information from our sources to identify if there were any correlations with the proposals of the Public Realm Strategy and draw some conclusions.

The Equality Guidance Documents identify accessibility as a specific consideration in relation to the public realm. This is a key theme throughout the

proposed strategy and is highlighted in the first strategic principle accessible and well-connected public realm.

This strategy will need to consider the effect of changes made within the public realm, with an understanding that changes do not always have the same affect on everybody.

The strategy will need to be clear about the need to undertake individual Equality Impact Assessments on proposed projects in the Public Realm. This will have the benefit of:

- Ensuring minimal negative impact on any persons with protected characteristics, and
- Ensuring that reference is made to the principles, as identified in this strategy.

The actions identified in this Equality Impact Assessment, particularly the need to engage with people, will help the authority meet the general duty (Equality Act 2010) and also support recognised specific duties (e.g. collecting equality information).

5. Will this proposal have a positive impact on any of the protected characteristics?

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

The Public Realm Strategy identifies four principles to support the decision-making process and ensure that public realm development reflects and addresses the challenges faced by the council

- **Accessible and a well-connected public realm**
- **Clean and tidy environment**
- **Local identity preserved and developed**
- **A safe environment**

This strategy will seek to ensure that the public realm is both accessible and able to be utilised by everyone, in line with the Equality Act 2010. The accessibility of the public realm is important in terms of social inclusion, so ensuring that the pedestrian environment is accessible to all. The accessibility of the pedestrian environment is important to meeting the needs of disabled people, but also contributes towards social inclusion and quality of life to a much wider section of the population (e.g. older people and parents).

The principles identified in the strategy offer support to a number of Equality Objectives, in particular:

- Reducing inequalities in personal safety, particularly the protected characteristics of age, gender, disability and sexual orientation, and
- Reducing inequalities in access to information, services, buildings and the environment, particularly in relation to disability

6. Will this proposal have a disproportionate negative impact on any of the protected characteristics?

Continued engagement with residents, in particular those of the noted protected characteristic (disability), will ensure the needs of all are accommodated and any potential disproportionate negative impact is minimised, avoiding potential discrimination (direct or indirect).

The production of any specific policies or the undertaking of physical works to improve the public realm should be Equality Impact Assessment on an individual basis to ensure they follow good practice and do not have a disproportionate negative impact on any of the protected characteristics.

7. Has the proposal been amended to eliminate or reduce any potential negative impact?

Yes	<p>An early proposal identified the principle that, where possible, coastal areas should be maintained in their natural state. This had the potential to cause a negative impact on those who require a level of adjustment to enable access to the environment (protected characteristic: disability).</p> <p>Following consultation the proposal was redrafted a number of times and specific reference to the maintenance of coastal areas was removed.</p>
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8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

Yes	
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Action(s)	Owner	Date
Undertake an Equality Impact Assessment on any project that will make changes to the public realm	Project Manager	In conjunction with project
When developing public realm projects, engage with people with protected characteristics, particularly disabled people, to identify potential barriers and good practice in the public realm	Project Manager	In conjunction with project

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 will be reviewed at the appropriate stage.

Review Date:

Name of Lead Officer for Equality Impact Assessment	Date
<Type Name>	<DD.MM.YY>

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

Report to: Communities Scrutiny Committee

Date of Meeting: 12th September 2013

Lead Officer: Head of Highways and Environmental Services.

Report Author: Asset and Risk Manager

Title: Preparedness for Winter Maintenance for 2013 / 14 Season

1. What is the report about?

To explain the preparation for the 2013/2014 winter maintenance programme .

2. What is the reason for making this report?

To provide information regarding the delivery of safer routes for the county's residents and keeping the county open for business during adverse weather conditions.

3. What are the Recommendations?

That Members consider the information provided and comment on the Winter Maintenance arrangements that are in place and whether they will be sufficient for an average winter but more severe conditions will be covered by contingency considerations.

4. Report details.

- 4.1.1 For 2013/2014 we have made some minor alterations to our approach to winter maintenance and this report will serve to highlight those changes and improvements. Members should also be aware though that the proven good practice from previous years, most notably demonstrated in the severe snowfall of March 2013 will be retained.

Firstly the number of gritting routes covering the county remains at 11 however, following a review, it was noted that these routes did not fully mirror the extent of the principal bus network. As a result three of the routes have now been amended and extended and this will now result in an enhanced level of service in the Cwm, Llangwyfan/Llangynhafal and Derwen/Clawddnewydd areas.

- 4.1.2 So as to meet legislation relating to drivers working hours we need a minimum of 33 to fulfil the rotas but we will again use some relief drivers to give us additional resilience; a system that has worked well over the last couple of seasons.

- 4.1.3 In terms of our own plant we are about to take delivery of four new gritters which will replace some of our previously ageing fleet. All four machines will be in place by mid - October
- 4.1.4 We have again retained the services of a number of Agricultural Contractors and they will provide a support service to the remainder of the rural network in the event of any snowfall. One of these was equipped with salt spreading capability last year in the Llangollen area and this proved particularly effective. As a result we are now procuring at least one more spreader (to be deployed in the Bryneglwys area) and will look to extend this provision further in the coming years.
- 4.1.5 By the beginning of the season in October we will have received delivery of all of the salt we currently have on order and this will result in a total stock of just under 10,000 tonnes. Works to provide a hard standing in our Ruthin depot have made a tremendous difference and we are now able to significantly increase our capacity here. Further salt deliveries will then be made as the season progresses.

Members may be aware that over recent years we have been using a treated salt in our Kinmel depot which had a greater capacity to remain on the road surface for longer. However due to other changes in recommended salt spread rates and our own review of costs we have decided to revert to the standard dry salt on all of our routes and our re-stocking reflects this change.

Our supplier has now built up the strategic stock at the mine in Cheshire that existed before the previous extreme winters. In addition the Welsh Government is currently constructing a Strategic Salt Store in Rhuallt which we will have access to should the need arise.

- 4.1.6 Salt heaping and salt bin replenishment will begin in late September and will be completed before the end of October. It is our intention that these will be kept topped up after any bout of wintry weather.
- 4.1.7 The usual rota arrangements for forecasting and supervision will be in place thus ensuring that full 24 hour per day cover is available and these can be increased should conditions dictate.
- 4.1.8 The communication strategy developed over recent years in conjunction with the Public Relations team and Customer Services will be used again as this has proved to be particularly effective. It is also used to announce road and school closures. Daily reports are already being sent indicating the day's action and the forecast for the next five days.
- 4.1.9 Should the weather turn particularly severe then we have contingency arrangements with officers and staff in both Countryside Services and

Public Realm who can assist and they also have access to 4 x 4 vehicles which can supplement our own fleet.

4.1.10 In conclusion we feel that we are as well prepared for winter as we can reasonably be.

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

It is a service priority that residents and visitors to Denbighshire will have access to a safe and well-managed road network and the provision of a timely and effective winter maintenance activity is a fundamental aspect of this aim.

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

There is a base budget from the Highways revenue allocation of £709K with further contingency available should the weather prove more severe than average. It should be noted that the severe weather in March resulted in this contingency having to be used and Members may be interested to note that the ten days of snow clearance activity alone in March cost £176,000 so severe weather can have a significant impact on budgets

7. What consultations have been carried out?

Provision of the Winter Maintenance service is now a statutory requirement under Section 41(1A) of the Highways Act 1980 as amended by section 111 Railways and Transport Safety Act 2003. To what extent we are required to meet this duty is a matter of some debate but it is accepted that our published gritting routes give the minimum provision that we would be expected to achieve. Over and above this would be a matter of available resource and we hold regular discussions with stakeholders to ascertain the best approach to this.

8. Chief Finance Officer Statement

There is a significant budget allocation of £709k to this service to ensure we can properly cope with adverse weather. There is also a separate contingency available of £226k for any particularly severe winters. The amount of contingency used last year due to the severe weather amounted to £176k.

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

As stated in Section 7 above, this is a statutory duty and the Authority can be held responsible should we fail to meet this responsibility. There is the potential for many things to go wrong (failure of drivers to turn up, vehicle breakdown etc.) but we believe that to the best of our ability we have mitigated these risks as much as possible. Spare vehicles,

additional stand by arrangements, reciprocal agreements with other councils regarding ensuring salt supplies can be shared are just a few of these.

10. Power to make the Decision

Highways Act 1980

Article 6.3 of the Council's Constitution

Contact Officer:

Asset and Risk Manager

Tel: 01824 706875

Report To:	Communities Scrutiny Committee
Date of Meeting:	12 September 2013
Lead Officer:	Head of Communication, Marketing and Leisure
Report Author:	Head of Communication, Marketing and Leisure
Title:	Destination, Marketing and Communications Team – New Operating Model

1. What is the report about?

This report sets out the key changes that have taken place in the re-structure of the Destination, Marketing and Communications Team, and the new operating model for this team, outlining the ways in which the services will be delivered by the team to meet the enhanced performance required by the Council. (The literature review report will follow at a later date. This has been difficult to progress due to the events programme and other priorities over the summer)

2. What is the reason for making this report?

The reason for the report is to provide information regarding the new structure and operating model of the Destination, Marketing and Communications Team, and to ensure that members understand the way in which this team will deliver the aspirations of the Council. It is also important that members feel confident that this approach will deliver the expected outcomes.

3. What are the Recommendations?

That Members:

- 3.1 consider the report, provide observations on the changes that have taken place; and
- 3.2 provide support for the new approach, and positive engagement in the process of change.

4. Report details.

The key driver for changing the service is the requirement to deliver an enhanced economic performance in Denbighshire through improved marketing and communications, leading to increased economic activity, investment and job creation. This mandate was set out by the Chief Executive and the Leader of the Council in 2012.

The other key requirement for change is the need to adequately resource the new team to ensure that the enhanced performance required is achievable. The capacity of the existing team has already been identified as an issue.

The key elements of change have been listed in the table in Appendix 2 under the column entitled **Re-structuring Principle**. The other columns highlight the expected impact of this change either on the Corporate Priorities or on Economic Ambition and Destination Management.

A structure chart is appended to this document in Appendix 1 and should be referred to in conjunction with the table.

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

“Developing the Local Economy” -The remit and structure of the new team will ensure that there is a greater focus on the development of destination management and destination marketing with key interfaces agreed to mirror the Economic and Business Development team structure and objectives.

“Modernising the Council to deliver efficiencies and improve services for customers” The new team will be able to deliver a more efficient and better service, primarily through improved evaluation and performance management, and better co-ordination.

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

The costs of the re-structure include project management costs included in the original business case, and an allowance of £26K which has been set aside for the review as a one off cost from the 2011/12 budget.

The re-structured team will provide a more complete and tailored service to other services through the introduction of account management and campaign management. Some of which will generate income to cover the expansion of the remit. (For example the Fostering Campaign)

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

A positive and pro-active approach has been taken regarding the protected characteristic "pregnancy and maternity" which guarantees the employment rights of staff members on maternity leave. (EqIA attached - Appendix 3)

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

Full informal and formal consultation has been undertaken with staff and services directly impacted by the change. A consultation log has been maintained throughout the project, and a formal consultation response document has been issued. Consultation has also taken place with the Corporate Executive Team (CET), Senior Leadership Team (SLT) and Council through presentations at each forum. The Head of Service has also been available to members on a one to one basis.

9. Chief Finance Officer Statement

The outlook for public finance is poor for the medium term and it is likely that low revenue settlements from Welsh Government will continue for Denbighshire beyond the period of the current three year Medium Term Financial Plan. This means it is very important for Council services to consider a short to medium term view on all proposals and to ensure that staffing structures are fit for purpose and are as efficient as possible going forward.

The proposed restructuring of the Destination, Marketing and Communications Team brings together individual groups of staff from different service areas and merges these into a single unit. However, despite the financial challenges currently facing the Council the present review of this team is not being undertaken to save costs but to modernise and improve service delivery and enable officers to focus more on strategic and corporate priorities. The only restriction imposed in terms of finance is that the restructuring must be "cost neutral" i.e. the new staffing structure does not cost any more than the existing teams. The proposals put forward meet this requirement.

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

The risks include the

- Risk of not being able to meet the high expectations required
Mitigated by:
 - Detailed job descriptions
 - Performance management
 - Stakeholder management
- Risk associated with change management - staff morale and motivation may dip.
Mitigated by:
 - Staff engagement led by Head of Service
 - Change management and benefits realisation plan – Lead Officer and Team leaders

11. Power to make the Decision

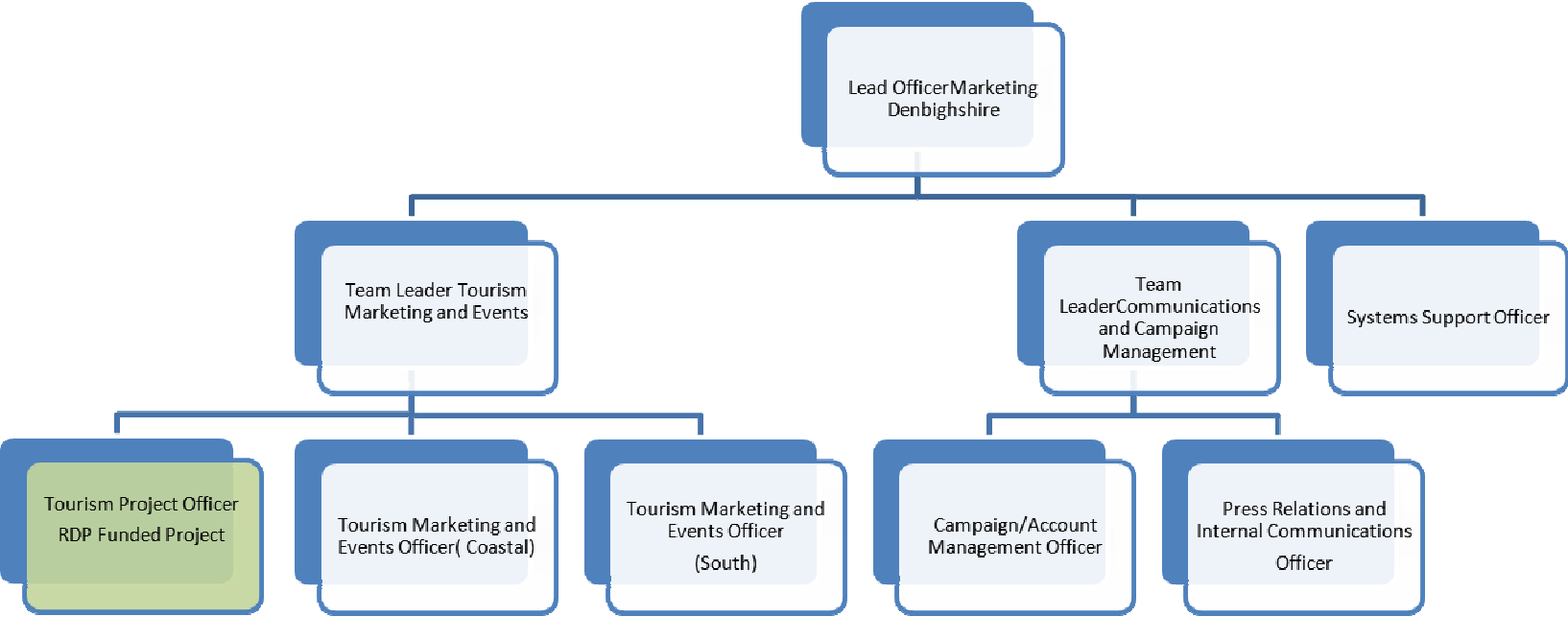
Constitution

- *Article 13.2 Principles of Decision Making*
- Article 6.3.4(b) of the Council's Constitution stipulates that "scrutiny committees may review and scrutinise the decisions made by the Cabinet and Council officers both in relation to individual decisions and over time."
- Paragraph 4.8.4(b) of the Council's Rules of Procedure, Officer Employment Rules, stipulates that "The appointment of all other officers is the responsibility of the Head of Paid Service or his/her nominee."

Contact Officer:

Head of Communication, Marketing and Leisure
Tel: 01824 712723

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Restructuring Principle	(i) Impact on Corporate Priorities and Close to the Community	(ii) Impact on Economic Ambition and Destination Management
Merging the Tourism Team with the Corporate Communications and Marketing Team	Bringing together expertise in marketing and communications strengthens both areas and gives opportunities for knowledge exchange, and a more consistent and co-ordinated approach	Provides an integrated marketing service to Economic + Business Development and a clearer focus on marketing responsibilities within the tourism and destination management disciplines.
Instituting a campaign management approach	The impact of this approach has already been tested and broadly accepted as an improved approach for cross county corporate issues. The specifics of individual campaign approaches will be refined and improved with each campaign. Having a clear responsibility for developing this approach is a key principle in the restructure	Learning from the campaign management approach can be more easily applied for service campaigns. These campaigns can be more targeted to achieve the priority outcomes of our Economic Ambition Strategy, as opposed to individual communications activities which do not have the same focus or impact.
Instituting an account management approach	There is a clear responsibility for corporate marketing activity in the new structure. This is reflected in the Job descriptions and will cater for campaigns such as the recent Dog fouling campaign.	There is a clear responsibility for delivering service led marketing activity, and for ensuring that the services become intelligent clients in terms of setting marketing objectives.
Clear direction for roles in emergency management have been included in Job descriptions	There will be more resilient communications management during emergencies.	
Inclusion of a new more strategic role (Lead Officer)	Clear direction, prioritisation and transformation to deliver corporate requirements more effectively and to improve the quality of the service	The more strategic role will help to secure regional visibility and share of voice, ensuring funding sources are identified and maximised, ensuring marketing rigour is consistently applied

		across the council especially for destination management and economic ambition strategies.
Co-ordination of systems support and administration	Strengthens and deepens the professionalism of both the press office function and the marketing function by introducing a measurement and evaluation function	Provides quality information to the Economic +Business Development team about the effectiveness of marketing interventions, helping to select the most appropriate mechanisms for specific campaigns.
Re-focus of the press office function and provide clearer direction around social and electronic media	The press office function was diluted as the team were asked to deliver many different functions under the guise of corporate communications. The increased focus will ensure that staff are able to deliver a more coherent press office function across the increasing number of media platforms	The press office function will be enhanced to ensure that all media opportunities are maximised. This activity will be more focussed to respond to specific campaign needs and will broaden the range of media utilized to disseminate targeted messages. Particularly for such things as inward investment.
Specific requirements built into a number of JDs in the structure to support the MAGs	There is a clear direction as to the requirements and process for supporting the Member Areas Groups. Ensuring that sound marketing advice is given and that local activity fits with the corporate campaigns.	The joint interaction of the Economic + Business Development Team and Denbighshire's Destination, Marketing and Communication Team with the MAGs is clearly defined to ensure that both teams understand how to best support the economic ambition.
The principle of reviewing and enhancing the brand management approach is taken into account in a number of roles in the new structure	The brand will be more defined and delivered more consistently. Communities will understand how they can capitalise on the Denbighshire brand	A clear brand supports the destination management strategy and helps the Economic + Business Development team to deliver a coherent package for potential business investors
Mirroring the coastal, north, and south split in the Economic + Business	Individual officers will work with specific Member Area Groups to ensure that	This structure gives a clear interface with the team leaders in the

<p>Development structure in two roles in the new Destination, Marketing and Communications team.</p>	<p>solutions are developed in conjunction with our communities.</p>	<p>Economic+ Business Development team to ensure a consistent approach. This facilitates a matrix management approach across both services.</p>
<p>A strategic approach to event management.</p>	<p>This will ensure that communities capitalise on events that are attracted to Denbighshire.</p>	<p>Strategic co-ordination ensures that the input of all services involved is managed effectively.</p>
<p>Specific responsibilities for the Welsh language policy built into the job descriptions</p>	<p>To ensure that we comply with all statutory requirements and respond effectively to our Welsh Communities</p>	<p>Maximise the cultural and economic benefit derived from the use of the Welsh Language</p>
<p>Merging existing functions into one team to create enhanced performance</p>	<p>Delivering more coherent and coordinated branding, quality, value and impact measurement. This also allows flexibility in deploying staff to the Council priorities</p>	<p>Delivering more coherent and coordinated branding, quality, value and impact measurement. Delivering more consistent messages through engaging members in communication with communities.</p>

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Appendix 3

Re-structure Of Communications Marketing and Regeneration 10 April 2013

Equality Impact Assessment

Restructure of Communications Marketing and Regeneration

Contact: Sian Owen

Updated: 22.08.2013

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

A service review or re-organisation proposal

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 project has arisen as a result of organisational changes and expectations which have been set out in the paper written by the Chief Executive 'An excellent council, close to its community'. Housing and Community Development Services are developing their vision for the service which seeks to deliver this aim and builds upon the Housing Services vision.

The scale of change and transformation required to deliver this project should not be underestimated. This is a significant undertaking and cannot be undertaken without bespoke project support. As CET are aware the Head of Housing and Community Development has been working seamlessly with the Head of Communication, Marketing and Leisure to develop a more integrated, aligned and joined up approach to Marketing, Communications and Tourism and this project shall build upon the excellent foundations which have been developed in this regard and extend the restructuring to encompass the whole regeneration and economic development function. The engagement of the same project manager will ensure that a consistent approach is maintained and that the interdependency between the two reviews is managed

The project will ensure that services are redesigned to ensure an integrated approach to the delivery of economic and community ambition and the marketing aspirations.

The capacity of the Communications and Marketing Team to deliver the required

enhancements in performance were identified as an issue, and therefore interim arrangements were made to integrate the existing Tourism team and the existing Communications and Marketing Team. The re-design of this team is necessary in order to ensure that the economic benefit to Denbighshire is maximised through effective marketing, and to ensure that staff and councillors are able to engage in this process.

The project will identify the key activities that need to be developed or changed in order to deliver marketing and our economic ambition more effectively in Denbighshire.

A period of staff engagement and communication has already taken place and has highlighted the business need for restructuring the function. This document should be read in conjunction with the business case for the change.

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

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

Yes	
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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)

This assessment is made particularly to meet the specific need to assess the impact on the protected characteristic "pregnancy and maternity" which is of particular relevance in this project as two members of the team are on maternity leave.

In order to ensure fairness through the process the following steps have been taken

Regular 1 to 1 briefings

Regular team briefings and workshops

Formal and informal consultation process and response recorded and published to all staff

Frequent e-mail updates to home address at the same time as those who are office based

Hard copies of documents posted to home address when requested

When job matching the provision of free childcare and access to the DCC system via the Oak Tree Centre, to allow individuals the opportunity to complete the job matching forms.

Legal advice sought as to the employment status of staff on maternity leave post the job matching process.

We are following advice provided by our equalities officer and comply with the relevant HR policies. These policies have been impact assessed by HR.

The consultation process for all affected staff has been undertaken throughout the

project and a detailed log has been maintained recording the contact between staff and the project team, the queries they have raised and the answers they received. No equality issues have been raised by staff through consultation. The impact on females of the potential relocation of posts will be considered and staff have been asked to express an interest in the posts that most suit them. The process of re-structuring has not yet been completed therefore this document is a live document and will be updated as the project progresses particularly with reference to the potential impact of redundancy, moving staff locations and changes to terms and conditions. If the consultation process identifies any issues which impact staff disproportionately then action will be considered to mitigate this impact, including flexible working options.

- 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)

Yes a positive and pro-active approach has been taken regarding the protected characteristic " pregnancy and maternity" which guarantees the employment rights of staff members on maternity leave.

- 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 all members of staff have been given the opportunity to raise any concerns through the consultation process and no equality issues have been raised. This will continue to be monitored as the project moves into the next phase.

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

Yes	The proposal has been amended to take account of the enhanced rights of employees on maternity leave. Presently there are two members of staff on maternity leave which has resulted in both members of staff being offered team leader position. One member of staff has accepted the Team Leader (North) position whilst the other member of staff accepted a project officer position which shall be incorporated into the next phase of the restructuring process. Furthermore, the actual impact of all re-structures will be monitored corporately through workforce analysis by protected characteristic
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8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

Yes	The actual impact of the proposal will be reviewed after implementation to see if any lessons can be learned
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Action(s)	Owner	Date
Legal Advice Sought	Joanne Moore	10.03.13
Review advice and take appropriate action	Project Team	19.04.13
Posts offered to two people on maternity leave following job matching process	Peter McHugh	22.04.13
Impact assessment reviewed following the appointment of the team manager as this person will be responsible for the design of the team below team leader level	Peter McHugh	Start of Design of next phase of restructure

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:	21.06.13
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Name of Lead Officer for Equality Impact Assessment	Date
Sian Owen	<10.04.13>

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: Communities Scrutiny Committee

Date of Meeting: 12 September 2013

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

1. What is the report about?

The report presents the Communities 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 the 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 Denbighshire County Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 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 objective 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 In addition, when considering items for inclusion on the future forward work programme members may also find it helpful to have regard to the following questions when determining a subject's suitability for inclusion:
- 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 the Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested topics. Two such proposal forms have been received for consideration by the Committee at the current meeting. The first refers to the Supporting People Local Commissioning Plan (see Appendix 2a). When considering this request Members are asked to have regard to the optimum number of reports to be included on any one business agenda as outlined in paragraph 4.3 above, and determine whether any of the reports listed for submission to October's meeting should be deferred to a later meeting or received as either consultation or information reports. The second request relates to the 'Concept Design of Green Space – West Rhyl Housing Improvement Project (WRHIP)' (see Appendix 2b). One of the local ward members is keen that this item is considered by scrutiny prior to its submission to Cabinet. The Committee is asked to consider both requests.
- Town and Area Plans Report
- 4.7 A quarterly monitoring report on the development of the Town and Area Plans was scheduled for presentation to the Committee at the current meeting. However, due to the work underway to develop the town

plans into area plans officers requested that the presentation of the report be deferred. The Chair permitted this request on condition that arrangements are made for a Single Point of Contact to update their respective Member Area Group (MAG) in relation to progress against the Town Plan and that a consolidated information report detailing progress across all areas is submitted to Committee Members in October.

Cabinet Forward Work Programme

- 4.8 When deciding on their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of future work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 3.

Progress on Committee Resolutions

- 4.9 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 to this report.

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 SCVCG is scheduled to hold its meeting on 5 September 2013. Any matters arising from that meeting which directly affect Communities Scrutiny Committee will be reported verbally to the Committee on 12 September.

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?

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
Tel No: (01824) 712554
Email: dcc_admin@denbighshire.gov.uk

Communities Scrutiny Committee Forward Work Plan

Note: Items entered in italics have not been approved for submission 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
17 October	Cllr. Hugh H Evans	1 Rhyl Going Forward Programme (Quarterly Report)	To evaluate and monitor the Programme's progress and achievements in delivering its anticipated outcomes; and (ii) identify any slippages with the Programme's delivery	Ensuring that the Programme: (i) has sufficient capacity, resources and the necessary commitment to deliver the intended outcomes for the Rhyl area; (ii) supports the future vision for Rhyl, and is conducive with the wider regeneration agenda for Denbighshire; and (iii) delivers a viable, sustainable future for the area and county in general, with improved long-term employment prospects and outcomes for residents	Tom Booty/Mark Dixon	September 2012
	Cllr. David Smith	2 Anti-Fouling Strategy	To review the effectiveness of the strategy, marketing/communication strategy and action plan in delivering its objectives (report to include full costings of the campaign and enforcement action, impact of campaign, statistics, information on the number of legal cases pursued/outstanding and the costs associated with their enforcement (incl. costs awarded), comparison on the number of Fixed Penalty Notices	An understanding of the progress made to date with the Strategy and identify any shortcomings or amendments required to the Strategy at an early stage	Hywyn Williams	April 2013

Communities Scrutiny Committee Forward Work Plan

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			(FPNs) issued with respect to dog fouling and litter (including income generated)			
	Cllr. David Smith	3 Caravan Sites Strategy for Denbighshire	To consider the draft multi-agency Caravan Sites Strategy for the County (including the risk and impact analysis of the strategy's proposals)	Improved regulation and enforcement of caravan sites within the county will contribute towards delivering the Council's economic ambition whilst ensuring that vulnerable people are protected and assisted to live independent lives	Graham Boase/Paul Mead	July 2013
	Cllr. David Smith	4 Draft Flood Management Strategy	To consider the final draft version of the Strategy following public consultation	Pre-decision scrutiny and the formulation of recommendations to County Council with respect to approving the Strategy and its subsequent maintenance and monitoring arrangements	Wayne Hope	April 2013 (allocated by SCVCG June 2013)
	Cllr. Bobby Feeley	5 <i>Supporting People Local Commissioning Plan</i>	<i>To consider the:</i> <i>(i) allocation of spend and projects for 2014-15 and outline plans for 2015-16; and</i> <i>(ii) proposals to manage significant budget cuts</i>	<i>Scrutiny of ring-fenced grant funding proposals for housing related support services in Denbighshire currently valued at approximately £6.7million per year to ensure they are utilised effectively, realise optimum value for money in protecting vulnerable people and assisting them to live independent lives in good quality housing despite continued funding cuts</i>	<i>Katie Newe</i>	<i>September 2013</i>
28 November	Cllr. Hugh Irving	1 Community Covenant with the Armed Forces	To give an annual update on how the measures introduced under the covenant have supported the	Identification of improvements to the covenant and the formulation of recommendations to strengthen	David Davies	Dec 2012

Communities Scrutiny Committee Forward Work Plan

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		(Nov/Dec 2013)	armed forces community in Denbighshire, and for the Committee to consider any changes to provision	it		
	Cllr. David Smith	2 Draft Highways Asset Management Strategy and 3 year Highways Capital Plan	To consider the draft Strategy, the proposed three year capital plan and a summary of the Working Group's work and views	Detailed consideration of the Strategy and Capital Plan and the formulation of recommendations with respect to them will assist the Authority to deliver its ambitions in relation to improving the County's roads and providing clean and tidy streets	Steve Parker/Mike Hitchings/Tim Towers	July 2013
23 January 2014	Cllrs Hugh H Evans & Huw LI Jones	1 Town and Area Plans (Quarterly Report)	To monitor the Council's performance in delivering its town plans and their benefit to the towns themselves and outlying communities	(i) identification of any slippages with the plans' deliveries and actions to improve performance; (ii) assist the Council to come closer to its communities	Rebecca Maxwell/Peter McHugh	January 2013
	Cllr. Hugh H Evans	2 Rhyl Going Forward Programme (Quarterly Report)	To evaluate and monitor the Programme's progress and achievements in delivering its anticipated outcomes; and (ii) identify any slippages with the Programme's delivery	Ensuring that the Programme: (i) has sufficient capacity, resources and the necessary commitment to deliver the intended outcomes for the Rhyl area; (ii) supports the future vision for Rhyl, and is conducive with the wider regeneration agenda for Denbighshire; and (iii) delivers a viable, sustainable future for the area and county in general, with improved long-term employment prospects and outcomes for residents	Tom Booty/Mark Dixon	September 2012
	Cllrs.	3 <i>Concept Design of</i>	<i>Pre—decision scrutiny of the</i>	<i>Assurances that the recommended</i>	<i>Carol L Evans</i>	<i>August</i>

Communities Scrutiny Committee Forward Work Plan

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	Hugh H Evans & David Smith	<i>Green Space - WRHIP</i>	<i>design proposals and the consultation process with respect to the design</i>	<i>design conforms that the brief given and that all viewpoints/observations have been considered</i>		2013
6 March						
3 April	Cllrs Hugh H Evans & Huw Ll Jones	1 Town and Area Plans (Quarterly Report)	To monitor the Council's performance in delivering its town plans and their benefit to the towns themselves and outlying communities	(i) identification of any slippages with the plans' deliveries and actions to improve performance; (ii) assist the Council to come closer to its communities	Rebecca Maxwell/Peter McHugh	January 2013
15 May	Cllr. Hugh H Evans	1 Rhyl Going Forward Programme (Quarterly Report)	To evaluate and monitor the Programme's progress and achievements in delivering its anticipated outcomes; and (ii) identify any slippages with the Programme's delivery	Ensuring that the Programme: (i) has sufficient capacity, resources and the necessary commitment to deliver the intended outcomes for the Rhyl area; (ii) supports the future vision for Rhyl, and is conducive with the wider regeneration agenda for Denbighshire; and (iii) delivers a viable, sustainable future for the area and county in general, with improved long-term employment prospects and outcomes for residents	Tom Booty/Mark Dixon	September 2012
May/June	Cllr. Bobby Feeley	1 The provision of Day Care Services in Denbighshire	To evaluate the Council's provision of day care services across the County	An evaluation of the Council's Day Care Services' provision and its effectiveness in delivering the corporate priorities of protecting	Phil Gilroy/Helena Thomas	May 2013

Communities Scrutiny Committee Forward Work Plan

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
				vulnerable people and helping them to live as independently as possible, and modernising the council to deliver efficiencies and improve services for its customers, will enable members to identify any slippages, gaps in service delivery or risks to residents		
	Cllr. David Smith	2 Food Review	To monitor the delivery of the task and finish group/Cabinet's recommendations with regards to the Council's policies and procedures with respect to food procurement, regulation and contract management	Assurances that all practical measures in place to ensure maximum safety and provenance of food materials used by the Council and arms length organisations are enforced and adhered to with a view to protecting residents, businesses and visitors	Hywyn Williams	February 2013

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
Community Infrastructure Levy (CIL)	To outline the proposals for implementing the CIL in Denbighshire	The development of an appropriate and effective CIL scheme for the County	Graham Boase/Angela Loftus	February 2013

For future years

Information/Consultation Reports

Communities Scrutiny Committee Forward Work Plan

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Information / Consultation	Item (description / title)	Purpose of report	Author	Date Entered
Information Report [October 2013]	Economic Ambition Strategy	To define the proposed outcomes of the Strategy and detail their delivery timelines, delivery confidence status and the measures that will be used to gauge achievement	Rebecca Maxwell/Peter McHugh	May 2013
Information Report [October 2013] In lieu of report to Committee September 2013	Town and Area Plans (Quarterly Report)	To monitor the Council's performance in delivering its town plans and their benefit to the towns themselves and outlying communities	Rebecca Maxwell/Peter McHugh	January 2013 (rescheduled September 2013)
Information Report [summer 2013]	Supporting People Funded Internal Services in Denbighshire	To outline details of the further funding reductions announced in July 2013, their impact on services provided by the Council and the proposed measures to be taken to mitigate the effects of the funding reductions and the associated risks to vulnerable people. (The report to include an overview of all key services dependent on SP funding and to include case studies for members' information)	Gwynfor Griffiths/Katie Newe	July 2013
Information Report (Quarterly) [October/November]	Local Housing Strategy	To outline the progress to date in implementing the Local Housing Strategy 2013-18 and in delivering the associated action/delivery plan (to include an exceptions report on actions not meeting targets or areas of slippage against anticipated timescales)	Simon Kaye/Sue Lewis	July 2013

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
17 October	3 October	28 November	14 November	23 January 2014	9 January 2014

Communities Scrutiny Committee Forward Work Plan

Communities Scrutiny Work Programme.doc

03/09/13 RhE

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PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES					
NAME OF SCRUTINY COMMITTEE		Communities			
DATE OF MEETING / TIMESCALE FOR CONSIDERATION		17 th October 2013			
TITLE OF REPORT		Supporting People Local Commissioning Plan			
PURPOSE	1. Why is the report being proposed? (see also the checklist overleaf)	<p>The Supporting People (SP) programme enables vulnerable people to live independently and contributes to the prevention of homelessness.</p> <p>The programme supports people who need housing and contributes towards tackling the issues of transience, poverty and multiple deprivation. The purpose of proposing the report is to consult with members on recent changes to SP services and on allocation of Supporting People Programme Grant (SPPG) including proposals to manage a minimum 5% cut to Denbighshire's SPPG funding.</p> <p>The SP Local Commissioning Plan replaces the previous Supporting People Strategy and Operational Plan (SPOP).</p>			
	2. What issues are to be scrutinised?	<ul style="list-style-type: none"> Allocation of spend and projects for 2014-15 and outline plans for 2015-16 Proposals to manage significant budget cuts 			
	3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?	Yes: the Supporting People Manager, the Strategic Development Manager for Adult & Business Services and the Director for Planning and Wellbeing.			
	4. What will the committee achieve by considering the report?	Scrutiny of ring-fenced grant funding proposals for housing related support services in Denbighshire currently valued at approximately £6.7million per year. To note the impact of funding cuts for Denbighshire.			
	5. Score the topic from 0 – 4 on aims & priorities and impact (see overleaf)*	<table border="1"> <thead> <tr> <th>Aims & Priorities</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>3</td> </tr> </tbody> </table>	Aims & Priorities	Impact	3
Aims & Priorities	Impact				
3	3				
ADDITIONAL COMMENTS		Under revised Supporting People guidance, local SP commissioning plans and spend plans are reported to the new regional collaborative committee (RCC) and then to the Welsh Government. Once plans have been agreed in Denbighshire, they will be collated into a regional plan for North Wales and submitted to the Welsh Government to allocate SPPG. The role of the RCC is to scrutinise local and regional plans and make recommendations to the minister on the allocation of SPPG in future years.			
REPORTING PATH – what is the next step? Are Scrutiny's recommendations to be reported elsewhere?		Scrutiny recommendations will be reported to the Supporting People Planning Group (a multi-agency commissioning group chaired by the Corporate Director for Planning & Wellbeing. Recommendations will also be included in the cabinet report in November 2013, when the strategy and spend plan are finalised.			
AUTHOR		Katie Newe, Supporting People Manager.			

Please complete the following checklist:

	Yes	No
Is the topic already being addressed satisfactorily?		No
Is Scrutiny likely to result in service improvements or other measurable benefits?		No
Does the topic concern a poor performing service or a high budgetary commitment?	Yes	
Are there adequate resources / realistic possibility of adequate resources to achieve the objective(s)?	Yes	
Is the Scrutiny activity timely, i.e. will scrutiny be able to recommend changes to the service delivery, policy, strategy, etc?	Yes	
Is the topic linked to corporate or scrutiny aims and priorities?	Yes	
Has the topic been identified as a risk in the Corporate Risk Register or is it the subject of an adverse internal audit or external regulator report?	Yes (in relation to financial impact)	

*The following table is to be used to guide the scores given:

Score	Aims & Priorities	Impact
0	No links to corporate/scrutiny aims and priorities	No potential benefits
1	No links to corporate/scrutiny aims and priorities but a subject of high public concern	Minor potential benefits affecting only one ward/customer/client group
2	Some evidence of links, but indirect	Minor benefits to two groups/moderate benefits to one
3	Good evidence linking the topic to both aims and priorities	Moderate benefits to more than one group/substantial benefits to one
4	Strong evidence linking both aims and priorities, and has a high level of public concern	Substantial community-wide benefits

SCORING

Aims & Priorities

4	Possible topic for Scrutiny – to be timetabled appropriately	Priority topic for Scrutiny – for urgent consideration
3		
2	Reject topic for Scrutiny – topic to be circulated to members for information purposes	Possible topic for Scrutiny – to be timetabled appropriately
1		

0 1 2 3 4
Impact

PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES		
NAME OF SCRUTINY COMMITTEE	Communities	
DATE OF MEETING / TIMESCALE FOR CONSIDERATION	23 rd January 2014	
TITLE OF REPORT	Concept Design of Green Space – West Rhyl Housing Improvement Project (WRHIP)	
PURPOSE	1. Why is the report being proposed? (see also the checklist overleaf)	The WRHIP is potentially the most complex project undertaken by the Council in partnership with Welsh Government and Clwyd Alyn Housing Association. The project seeks to redress the imbalance of housing tenure in west Rhyl and reduce the density of housing, particularly HMOs by acquiring properties in the heart of the ward, demolishing them and introducing an open green space and re-modelling the surrounding properties for family accommodation. DCC are responsible for delivering the Green Space in the heart of West Rhyl which has entailed the acquisition of 36 properties for demolition in order to create the park. Despite extensive consultation over a number of years which revealed that open space in West Rhyl was desirable, there has been some limited community opposition to this proposal. In order to overcome this negativity the Design Consultant is instructed to carry out extensive public engagement, particularly from residents who will benefit from the proposal and whose views will shape the design. In addition a west Rhyl ward Member who is a Green Space stakeholder group member has requested that in addition to Cabinet approval, the proposals are considered by Communities Scrutiny Committee to ensure that the community has been effectively engaged, and the design proposals are acceptable in terms of ongoing maintenance
	2. What issues are to be scrutinised?	Effective community engagement Concept design captures the community's desires The design ensures easy and affordable on going maintenance
	3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?	Desirable for ward Members and Head of Environmental Services to be present
	4. What will the committee achieve by considering the report?	Assurance that the design is in accordance with the brief given should a challenge occur
	5. Score the topic from 0 – 4 on aims & priorities and impact (see overleaf)*	Aims & Priorities
	4	4
ADDITIONAL COMMENTS		
REPORTING PATH – what is the next step? Are Scrutiny's recommendations to be reported elsewhere?	SIG report 24 th September 2013 Audit and Finance approval of tender submission 27 th September 2013 Concept design to Cabinet on 14 th January 2014 Scrutiny Committee 23 rd January 2014 Detailed design to Cabinet briefing on 3 rd March 2014	
AUTHOR	Carol Evans – West Rhyl Housing Improvement Project Manager	

Cabinet Forward Work Plan

Appendix 3

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
24 September	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Annual Performance Review 2012/13	To review the draft Annual Performance Review for 2012-13 and to recommend the report for adoption by full Council		Cllr Barbara Smith / Tony Ward
	3	Response to the Consultation on Town and Area Plans	To consider the response to the consultation on town and area plans	Tbc	Cllr Hugh Evans / Rebecca Maxwell
	4	Specialist Accommodation Protocol	To consider the protocol following a consultation exercise	Tbc	Sally Ellis
	5	Corporate Safeguarding Committee		Tbc	Sally Ellis
	6	Contract Award for the Outsourcing of Stores (Housing)	To award the contract for the outsourcing of Stores (Housing).	Yes	Cllr Hugh Irving / Peter McHugh
	7	North East Wales Sensory Support Service	To approve proposals for a North East Wales Sensory Support Service	Yes	Cllr Eryl Williams / Karen Evans / Jil Timothy

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	8	Three Counties Procurement Service	To consider proposals for the merger and implementation of a three counties (Gwynedd, Denbighshire and Flintshire) procurement and category management service.	Yes	Cllr Julian Thompson-Hill / Paul McGrady
	9	The Corporate Volunteering Strategy	To consider the draft strategy	Tbc	Cllr Hugh Evans / Cllr Hugh Irving / Jamie Groves / Alan Smith
	10	Treasury Management	To consider a report on treasury management.	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	11	Scrap Metal Dealers Act 2013	To consider the Council's arrangements for implementing the Act	Tbc	Gary Williams
	12	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
29 October	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Faith Based Provision	To note the findings of the formal consultation on the faith review and to consider	Yes	Cllr Eryl Williams / Jackie Whalley

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			whether to proceed to the publication of the proposal by way of statutory notice.		
	3	Approval of Contract Award for Sub-regional Young Carers' Service	To award the contract	Yes	Vicky Allen
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
	5	Common Allocation Policy	To update Cabinet on the current position	Tbc	Sue Lewis
	6	Vibrant and Viable Places - Funding bid for Rhyl Town Centre projects	To update members on progress.	No	Cllr Hugh Evans / Tom Booty / Sian Owen
26 November	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
17 December	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	2	Corporate Plan QPR: Quarter 2 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
14 January 2014	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	West Rhyl Housing Improvement Project	Concept design of open green space to be considered	Tbc	Cllr Hugh Evans / Carol L Evans
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
18 February	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
25 March	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	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
29 April	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
27 May	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
June	1	Finance Report Update	To update Cabinet on the current financial position of	Tbc	Cllr Julian Thompson-Hill / Paul McGrady

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			the Council		
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
September	10 September	October	15 October	November	12 November

Updated 20/08/2013 - SP

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Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
4 July 2013	6. Control of Caravan Sites	RESOLVED that:- (i) The Committee receive and note the report (ii) A multi-agency report and risk analysis/impact analysis along with a draft Caravan Sites Strategy for Denbighshire be brought back to the Committee in October 2013 for members' consideration	Report scheduled into the work programme for October 2012 (see Appendix 1)
	8. Condition of the County's Highways	RESOLVED that:- (i) Members receive and approve the report. (ii) The Committee agreed that the draft Highways Asset Management Strategy and associated three year capital plan be presented to the Communities Scrutiny Committee in November 2013 following the establishment of the Working Group.	Strategy and Plan scheduled into the Committee's work programme for November 2013 (see Appendix1)
	9. Developing the Local Housing Strategy – Denbighshire 2013-18	RESOLVED that:- (i) Members receive and note the report and the draft Local Housing Strategy 2013-18 (ii) a quarterly "information report" on the Local Housing Strategy implementation plan be submitted to the Committee for monitoring purposes, with the proviso that it may call the Lead Member and officers in if any areas of concern came to light	First report provisionally scheduled for circulation to members during October or November 2013
	10. Update on Supporting People	RESOLVED that: (i) Members receive and note the report	

	<p>Funded Internal Services in Denbighshire</p>	<p><i>(ii) An update report be provided to Communities Scrutiny Committee detailing the further cuts announced by the Welsh Government in July 2013, their impact on the services provided by the Council, and the measures to be taken to mitigate the effects of the funding reductions and safeguard vulnerable people.</i></p>	<p>See Information Brief document circulated to Committee members and appendix 2a to this Scrutiny Work Programme report</p>
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