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To: Members of the Cabinet Date: 23 March 2016

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Dear Councillor

You are invited to attend a meeting of the CABINET to be held at 10.00 am on TUESDAY, 29 MARCH 2016 in CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.

Yours sincerely

G Williams Head of Legal, HR 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 (Pages 5 - 6)

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

3 URGENT MATTERS

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

4 MINUTES (Pages 7 - 16)

To receive the minutes of the Cabinet meeting held on 16 February 2016 (copy enclosed).

5 WINDING UP OF TAITH JOINT COMMITTEE (Pages 17 - 20)

To consider a report by Councillor David Smith, Lead Member for Public Realm (copy enclosed) seeking Cabinet endorsement to terminate the TAITH Joint Committee and consider successor arrangements.

6 PROPOSED GRANT OF LEASE TO BETSI CADWALADR UNIVERSITY HEALTH BOARD FOR TY NANT, NANT HALL ROAD, PRESTATYN (Pages 21 - 30)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) seeking Cabinet approval to grant a Lease on terms reflecting an open market letting of the property as recommended by the Council's Commercial Development Manager and the Council's external agents.

7 RHYL GOING FORWARD - REVIEW AND NEXT STEPS (Pages 31 - 58)

To consider a report by Councillor Hugh Evans, Leader and Lead Member for the Economy (copy enclosed) setting out a review of progress with the Rhyl Going Forward Regeneration Programme and an assessment of where the Programme needs to go next.

8 CORPORATE PLAN PERFORMANCE REPORT QUARTER 3 - 2015/16 (Pages 59 - 102)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate plan and Performance (copy enclosed) presenting an update on the delivery of the Corporate Plan 2012 – 17 as at the end of quarter 3 2015/16.

9 EMPLOYMENT POLICIES (Pages 103 - 268)

To consider a report by Councillor Barbara Smith, Lead Member for Modernisation and Housing (copy enclosed) recommending approval of a number of employment policies.

10 FINANCE REPORT (Pages 269 - 286)

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

11 CABINET FORWARD WORK PROGRAMME (Pages 287 - 290)

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

PART 2 - CONFIDENTIAL ITEMS

No Items.

MEMBERSHIP

Councillors

Hugh Evans Julian Thompson-Hill Eryl Williams Bobby Feeley

Hugh Irving Huw Jones Barbara Smith David Smith

COPIES TO:

All Councillors for information Press and Libraries Town and Community Councils



Agenda Item 2



LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, (name)	
a *member/co-opted member of (*please delete as appropriate)	Denbighshire County Council
interest not previously declare	ed a *personal / personal and prejudicial ed in accordance with the provisions of Part Conduct for Members, in respect of the
Date of Disclosure:	
Committee (please specify):	
Agenda Item No.	
Subject Matter:	
Nature of Interest: (See the note below)*	
Signed	
Date	

^{*}Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.



CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 16 February 2016 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for the Economy; Bobby Feeley, Lead Member for Social Care, Adult and Children's Services; Huw Jones, Lead Member for Community Development; Barbara Smith, Lead Member for Modernisation and Housing; David Smith, Lead Member for Public Realm; Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance and Eryl Williams, Deputy Leader and Lead Member for Education

Observers: Councillors Ray Bartley, Meirick Davies, Martyn Holland, Huw Hilditch-Roberts, Dewi Owens, Merfyn Parry, Arwel Roberts and Huw Williams

ALSO PRESENT

Chief Executive (MM); Corporate Directors: Economy and Public Realm (RM) and Communities (NS); Heads of Service: Legal, HR and Democratic Services (GW), Education (KE), Finance, Assets and Housing (JG), and Planning and Public Protection (GB); Programme Manager (JC); Lead Officer – Community Housing (GD); Chief Finance Officer (RW), and Committee Administrator (KEJ)

1 APOLOGIES

Councillor Hugh Irving, Lead Member for Customers and Libraries

2 DECLARATION OF INTERESTS

Councillor Meirick Davies – Personal – Agenda Item 9 – rented council garage

Councillor Huw Hilditch-Roberts – Personal – Agenda Items 5 & 6 – Governor Ysgol Pen Barras

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 12 January 2016 were submitted.

Page 9 – Item 6: Budget 2016/17 (Final Proposals – Phase 6) – Councillor Eryl Williams requested an update on grant allocations since the last meeting and highlighted the need for those allocations, including cuts to grant funding, to be clearly recorded by the council for transparency. It was confirmed that no further announcements had been made by the Minister in terms of grant allocations which

tended to be drip fed over a period of months. In terms of rural authorities who had been subject to greater cuts as a result of the draft local government settlement, funding had since been made available from Welsh Government reserves.

RESOLVED that the minutes of the meeting held on 12 January 2016 be approved as a correct record and signed by the Leader.

5 FINANCE REPORT

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

- a net under spend of £0.418m was forecast for service and corporate budgets
- 91% of agreed savings had been achieved to date (target £7.3m) and the majority of the remaining savings were projected to be achieved by 2016/17 at the latest
- highlighted key variances from budgets or savings targets relating to individual service areas, and
- a general update on the Housing Revenue Account, Housing Capital Plan and the Capital Plan (including the Corporate Plan element).

Cabinet was also asked to approve £4.8m contingency to support Glasdir and Ysgol Carreg Emlyn schemes; £1.5m to the Capital Plan together with the write off of £140k debts owed by The Scala Prestatyn Company Limited.

The following matters were raised during debate –

- Cabinet commended the significant investment in major capital projects, particularly given the difficult financial times, which included investments in Schools, Rhyl Seafront, the Nova Development and West Rhyl Coastal Development Scheme, and congratulated all those involved with those projects
- the investment in the Ruthin Primary Schools 21st Century Schools project was also highlighted and members were pleased to note that the Glasdir and Ysgol Carreg Emlyn schemes were on track for delivery in September 2017 and an update on those projects had been added to Cabinet's regular finance report. It was agreed that, in terms of Glasdir, future reference be made to 'shared site' as opposed to 'shared school' in order to denote the two schools on the site
- following confirmation of the final year-end figures the treatment of underspends would be considered by Cabinet in the financial outturn report – it was anticipated that many services would retain their underspends to continue with planned projects in the next financial year
- it was confirmed that the Corporate Plan was robust and, based on current assumptions, resources were in place to ensure its delivery
- the detrimental impact of severe weather on highways was also discussed and the additional road maintenance required as a consequence of flooding – Welsh Government funding was being sought but if no external funding was available the necessary work would be funded from the Severe Weather Reserve

 the delay in project work and changes in the approach to business planning had contributed to the underspend in the Economic and Business Development service and assurances were given regarding the intention to carry forward funding in the next financial year to progress those planned projects.

RESOLVED that Cabinet -

- (a) notes the budgets set for 2015/16 and progress against the agreed budget strategy;
- (b) approves the allocation of £4.8m contingency to support Glasdir and Ysgol Carreg Emlyn schemes within the 21st Century Schools Programme, to be funded from the release of revenue budgets from within the overall Schools Modernisation Programme;
- (c) approves the write-off of debts owed by The Scala Prestatyn Company Limited amounting to £140k, and
- (d) approves the allocation of £1.5m from the review of balance sheet provisions and in year contingencies to the Capital Plan.

6 PROPOSAL TO CLOSE YSGOL LLANBEDR DC AS OF 31 AUGUST 2016 WITH EXISTING PUPILS TRANSFERRING TO YSGOL BORTHYN, RUTHIN SUBJECT TO PARENTAL PREFERENCE

[The Leader sought assurances from Cabinet members who confirmed they were satisfied that they had been given enough opportunity to study all the information relating to this item in order to make a fully informed decision.]

The Head of Legal, HR and Democratic Services referred to the School Organisation Code and explained that Cabinet must determine the proposal with an open mind taking into account the relevant factors as set out in paragraphs 4.5, 4.8 and 4.9 of the report.

Councillor Eryl Williams presented the report detailing the objections received following publication of the statutory notice of the proposal for consideration. He referred to the Council's vision for education and significant investment in schools as part of the modernising education agenda. The proposal had been made as part of the wider Ruthin area review and the case for change had been set out in the report based on the Council's objectives to reduce surplus places, achieve a fairer and more equitable distribution of school funding and provide greater efficiency and effectiveness of the school estate. Educational provision in the area included (1) Welsh Medium Education, (2) English Medium Education, (3) Welsh Medium Faith Based Education, and (4) English Medium Faith Education. He advised that those four elements of provision would continue if the proposal was implemented.

Cabinet considered the objections detailed within the report together with the arguments for the proposal and factors detailed in the School Organisation Code. Members sought clarity over the references to federation within the consultation responses and whether this option would meet the Council's key objectives and

questioned why alternative proposals had not been consulted upon. Questions were also raised regarding Ysgol Borthyn's capacity to accommodate pupils from Ysgol Llanbedr and wrap around childcare provision. Assurances were also sought that the proposal represented the best option to meet the Council's objectives.

Officers responded as follows -

- it was explained that alternatives to the proposal had been considered, including
 the case for federation, at an earlier stage in the consultation process. Both
 advantages and disadvantages had been considered and whilst federation had
 many benefits it did not address the Council's key objectives to tackle surplus
 places, achieve a fairer and more equitable distribution of school funding, or
 provide greater efficiency and effectiveness of the school estate
- the School Organisation Code required the Council to work with key partners such as the Diocese and that consultation had taken place in April/May. An analysis of alternative options had been undertaken and reasons given as to why those options, including federation, had not been pursued. These alternative options were included in the formal consultation report alongside the Council's preferred option
- assurances were given that the proposal met the requirements of the School Organisation Code and represented the best option to meet the Council's key objectives to tackle surplus place, decrease the cost per pupil and provide an efficient and sustainable school estate
- it was confirmed that if every child from Ysgol Llanbedr chose to transfer to Ysgol Borthyn there would be capacity to support that transfer – some minor configuration of teaching space could be required
- it was accepted that the current wrap around childcare facility at Ysgol Llanbedr was highly valued but wrap around care provision was available at other schools within the area, including Ysgol Borthyn and if the proposal went ahead officers would work to help support that provision.

Councillor Huw Williams spoke against the proposal and questioned the cost involved, including adaptation of Ysgol Borthyn to accommodate additional pupils. He highlighted that funding to progress the remaining Ruthin area review proposals was not dependent on the school's closure and the closure of the wrap around care childcare facility would result in the loss of four full time jobs. Councillor Williams argued that the federation option should be pursued and pointed to the wealth of opposition to the closure submitting that the school would likely be full if it had not been under threat of closure. Finally he queried whether Cabinet was confident that the Minister would uphold their decision if they decided to close the school.

Councillor Eryl Williams and the Head of Education responded as follows –

- any adaptations to Ysgol Borthyn would involve reconfiguration of learning space and costs would be minimal – no significant capital investment would be required
- officers would work with wrap around childcare providers and offer support as appropriate
- it was accepted that delivery of the remaining Ruthin area review proposals were not financially dependent on any individual school closure but keeping the

- school open would not address the key objectives and factors identified in the School Organisation Code in terms of surplus places, sustainable schools and ensuring a fairer distribution of pupil funding
- Cabinet would make a fully informed decision on the merits of the proposal and could not pre-empt actions following that process.

Councillor Dewi Owens also spoke against the proposal believing it had been developed with closure in mind as opposed to saving the school. He blamed the Council for the fall in pupil numbers and felt more should be done to address that. Councillor Martyn Holland also raised concerns arguing that other school closures had resulted in new area schools but this case involved the transfer of pupils to Ruthin and questions had been raised regarding capacity at Ysgol Borthyn. He also submitted that there were costs associated with transferring pupils and the council would not benefit financially from a capital receipt because it did not own the land or school building – federation would result in cost saving. He cautioned against making a decision to close the school at this time because the impact of the new Glasdir schools on the future viability of Ysgol Borthyn was as yet unknown – an exodus of pupils to the new schools could lead to the loss of faith based provision in the area.

Councillor Eryl Williams responded that there was a demand for English medium faith based education in the area which could be met by Ysgol Borthyn and the school was considered sustainable going forward – implementing the proposal would ensure the existing combination of educational provision in both Welsh and English medium schools and Welsh and English medium faith based schools was retained. It was also reiterated that all other options had been considered, including federation, but following an analysis it was decided not to take federation forward as an option because it did not meet the Council's key objectives.

Cabinet was satisfied that appropriate processes had been followed and complied with the requirements of the School Organisation Code. Cabinet accepted that difficult decisions needed to be made in progressing the schools modernisation agenda but considered that implementing the proposal represented the best option to ensure an appropriate mix of sustainable education provision in the Ruthin area for the future. In moving the recommendations Councillor Eryl Williams acknowledged the difficult decision but reiterated his commitment to ensuring high quality sustainable education provision and facilities for every pupil in the county.

RESOLVED that Cabinet -

- (a) note the findings of the objection report, and
- (b) following consideration of the above, Cabinet approve implementation of the proposal to close Ysgol Llanbedr as of the 31st August 2016 with existing pupils transferring to Ysgol Borthyn, Ruthin subject to parental preference.

At this juncture (11.10 a.m.) the meeting adjourned for a refreshment break.

7 RHYL WATERFRONT DEVELOPMENT PROJECT UPDATE

Councillor Hugh Evans presented the report updating Cabinet on progress with the Rhyl Waterfront Development project and sought approval to proceed to a more formal development agreement on the terms outlined within the report.

Neptune Development Limited (NDL) had been appointed as preferred development partner to assist the Council in renewing the leisure and facilities offer for the coastal strip of Rhyl. Proposals were now sufficiently developed to move to a more formal agreement which would ensure that the financial viability of individual elements of the scheme and the impact on the wider development could be fully assessed and understood before approvals were granted. Details of the scheme, which had been split into five distinct zones along the coast, had been included in the report. The public response to the proposals had been overwhelmingly positive.

Cabinet welcomed the development project and proposals to regenerate Rhyl noting that significant investment would be required, likely through a combination of government grants, private sector investment and some contribution from the council. It was confirmed that NDL had modelled a potentially viable scheme based on a number of assumptions but detailed businesses cases for each element would need to be developed to assess individual viability and the impact to the overall scheme. In terms of timescales for development members were advised of the flexibility of the overarching agreement which would allow different phases to be brought forward as they progressed. An indicative timeline had been included within the report based on what NDL considered achievable, but more definite timescales would be confirmed as the process progressed. It was noted that the Coastal Facilities Project Board was overseeing the development of the project and Councillor Eryl Williams asked that minutes of those meetings be made publicly available to ensure all members were fully aware of the work being undertaken.

RESOLVED that Cabinet –

- (a) gives approval to enter into the Overarching Regeneration Agreement on the basis of the funding models set out therein; with each element of the regeneration being phased and subject to further approval (whether by Cabinet or via Delegated Decision dependant on the value) to proceed, and
- (b) approves the establishment of a project budget funded by reallocating existing corporate resources.

8 RECOMMENDATIONS OF THE STRATEGIC INVESTMENT GROUP

Councillor Julian Thompson-Hill presented the report seeking Cabinet's support of projects identified for inclusion in the 2016/17 Capital Plan as recommended by the Strategic Investment Group (SIG) and detailed in Appendix 1 to the report.

Councillor Thompson-Hill guided members through the report and elaborated upon funding available for capital investment to one-off projects and block allocations for on-going programmes of work. Reference was made to the work of the SIG in reviewing bids for allocations and a summary of the recommendations had been provided. Due to insufficient capital funding being available to cover all projects a number of provisional allocations had been made subject to disposal of assets.

In response to questions Councillor Julian Thompson-Hill –

- explained the process of prudential borrowing advising that the council needed to increasingly rely on its own resources to invest due to the continuing reduction in the real value of Welsh Government capital settlements
- confirmed that both the school and non-school capital maintenance bids included provision for essential maintenance such as asbestos removal. Councillor Eryl Williams elaborated upon the Council's leading position in terms of accessing 21st Century Schools funding to invest in school buildings and facilities as part of the schools modernising agenda
- bids for Highway works included improvements to roads and bridges, street lighting and road safety and allocations were prioritised on the basis of need – Councillor David Smith advised that spend on individual schemes was discussed by Member Area Groups and it was suggested that any questions/concerns in that regard be addressed at that forum or raised directly with the Highway Service.

RESOLVED that the projects detailed in Appendix 1 to the report for inclusion in the 2016/17 Capital Plan be supported and recommended to full Council.

9 HOUSING RENT SETTING & HOUSING REVENUE AND CAPITAL BUDGETS 2016/17

Councillor Julian Thompson-Hill presented the report seeking approval of the proposed rent increase for council housing and approval of the Housing Revenue Account Capital and Revenue Budgets for 2016/17.

Councillor Thompson-Hill guided members through the budget figures and income level assumptions which had been calculated taking into account the Welsh Government Policy for Social Housing Rents and mechanism for uplifting rents. The annual review of the Housing Stock Business Plan (HSBP) showed it remained robust and financially viable and there was significant investment in improving current housing stock and the building of much needed new housing stock.

During consideration of the report the following issues were discussed –

- there had been five Right To Buy (RTB) sales in 2015/16 to date and one sale per annum had been forecast for subsequent years, however the HSBP had been tested with the assumption of no sales and there was no detrimental effect. It was clarified that RTB sales were no longer required to fund the plan due to better than expected subsidy settlements over time. Members had previously acknowledged that RTB sales could prove counter-productive to growing housing stock and following a Notice of Motion to Council, officers had been authorised to report back on a business case to suspend RTB sales. Officers confirmed the business case would cover RTB sales across the county and whether any exemptions for particular areas should apply. Currently 25% of RTB sales was reinvested in housing stock and 75% used to pay back debt
- a review of council garages was ongoing and also formed part of the options for new build. The rent did not cover maintenance costs and some garages were

being used as storage facilities and not for their intended purpose – these issues were being considered as part of the review. The importance of retaining council garages in order to keep the highway free from traffic congestion was highlighted and officers confirmed that garages providing valuable car parking places would be considered as such within the review. It was clarified that the rent for non-Council tenants was slightly higher because it included VAT

- it was confirmed that the Denbighshire Tenants and Residents Federation had been consulted and the reason for the rent increase and the impact on the HRA business Plan had been fully explained to the group
- Cabinet was pleased to note the positive feedback from customers in the STAR survey in 2015 which returned high levels of satisfaction with rent and service charge value for money and congratulated officers involved in that regard
- steps were being taken to gradually increase rents in order to meet target rent figures in line with the Welsh Government policy for social housing rents. The rent uplift as confirmed by Welsh Government was 1.4% (CPI+1.5% plus £2) and 22% of tenants would be paying the target rent level in 2016/17 it was expected that all tenants would be paying the full target rent by 2021.

RESOLVED that -

- (a) the Housing Revenue Account Budget for 2016/17 (Appendix 1 to the report) and the Housing Stock Business Plan (Appendix 2 to the report) be adopted;
- (b) rents for Council dwellings be increased in accordance with the Welsh Government Policy for Social Housing Rents introduced in April 2015 to an average weekly rent of £77.74 with effect from Monday 4 April 2016, and
- (c) rents for Council garages be increased in line with the increase in rents for Council dwellings to £6.68 for Council Tenants and £8.02 for other Tenants per week.

10 UPDATE ON THE GYPSY AND TRAVELLER ACCOMMODATION ASSESSMENT

Councillor Barbara Smith presented the report outlining the findings of the 2016 Gypsy and Traveller Accommodation Assessment for Denbighshire (attached as a confidential appendix to the report) and sought Cabinet approval to submit the Assessment to Welsh Government and to utilise a regional approach to the search for sites to meet any future provision required.

There was a statutory requirement on local authorities to carry out an assessment and make provision for sites when need was identified. An earlier assessment in 2013 called for a shared transit site for Conwy and Denbighshire because a high proportion of unauthorised encampments occurred in the north of the county near the border. A joint assessment had been conducted with Conwy County Borough Council although separate documents would be submitted. The Assessment concluded that there was a need for a transit site or stopping place in the north of the county and the Council was required to address that need.

During the ensuing debate questions were raised regarding the statutory responsibilities on local authorities, the next steps within the process, and whether any additional funding would be provided to enable authorities to meet their statutory obligations. The Head of Legal, HR and Democratic Services outlined the provisions under the Housing (Wales) Act 2014 in relation to Gypsy and Traveller Accommodation and it was noted that some sections of the Act, particularly in terms of sanctions for failing to meet any need identified, were not yet in force. The Development Planning and Policy Manager reported upon the intention to work jointly with Conwy to identify a suitable site and advised that limited Welsh Government funding was available but it did not cover site acquisition costs. In order to apply for funding planning permission was needed on an acquired site and a detailed project plan in place. Conwy had one permanent site and had earmarked a transit site but the latest position was unclear due to local opposition. If a transit site was provided the council would have powers to move on unauthorised encampments to that site. The identified need across Wales would be known once all the assessments had been submitted to the Welsh Government.

RESOLVED that Cabinet approves -

- (a) the Gypsy and Traveller Accommodation Assessment for submission to Welsh Government, and
- (b) utilising a regional approach to the search for sites to meet any future provision required.

11 CABINET FORWARD WORK PROGRAMME

The Cabinet Forward Work Programme was presented for consideration and members noted the following amendments –

- additional item on the Closure of TAITH March
- former North Wales Hospital, Denbigh moved from March to April/May

RESOLVED that Cabinet's Forward Work Programme be noted.

EXCLUSION OF PRESS AND PUBLIC

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

12 AWARD OF CONTRACT FOR DISPOSAL OF RESIDUAL WASTE

This item had been withdrawn due to the withdrawal of one of the tenders. Further work was now required on the tendering process before resubmission to Cabinet.

13 AWARD OF LOCAL BUS SERVICE CONTRACT

Councillor David Smith presented the confidential report seeking Cabinet approval to award a local bus service contract in accordance with the Contract Procedure Rules to the most economically advantageous tenderer.

Officers had tendered a range of options and suppliers had been able to bid for individual contracts or two or more contracts in combination. The contract was the most economically advantageous for the council in maintaining as close to existing services as possible within the budget available. A key change involved the diversion of some resources to operate between Corwen and Wrexham which had been proposed following a public consultation. Councillor Huw Jones thanked the Passenger Transport Manager for all his hard work in this regard and asked that a meeting of the Bus User Forum be arranged following implementation of the changes in order to review the new arrangement and ensure it was working well.

RESOLVED that Cabinet approve the award of the local bus service contract to the most economically advantageous tenderer as detailed within the report.

The meeting concluded at 12.40 p.m.

Agenda Item 5

Report To: Cabinet

Date of Meeting: 29th March 2016

Lead Member / Officer: Cllr David Smith, Lead Member Public Realm

Report Author: Head of Highways & Environmental Services

Title: Winding Up of Taith Joint Committee

1. What is the report about?

To seek Cabinet endorsement to end and wind up the Joint Committee and to consider successor arrangements.

2. What is the reason for making this report?

To support the Joint Committee's decision to wind up.

3. What are the Recommendations?

That Cabinet endorses the decision of the Taith Joint committee to terminate its role, with effect from 29th September 2015.

That Cabinet supports the establishment of a Transport Advisory Forum under the North Wales Economic Ambition Board to include the Lead Member Public Realm as Denbighshire's representative.

4. Report details

In 2007, alongside the other North Wales authorities, Cabinet agreed to support the Taith Joint Committee to further regional transport co-operation. It was one of seven regional transport consortia RTC) so established. Via a Joint Board, Taith had a mandate to deliver on behalf of its partner authorities and, in effect, its partners had delegated the power to act on their behalves regarding regional transport matters. Taith produced the regional transport plan and associated documents, offered advice to the Welsh Government and administering capital funding programmes on behalf of North Wales authorities. Its constitution was last reviewed in 2013 to allow Taith to manage and deliver what were then new arrangements for bus funding.

In January 2014, the Minister for Economy Science & Transport removed RTCs' coordinating, regional planning and capital monitoring responsibilities. This represented the majority of Taith's work. Thereafter, authorities have collaborated on the production of successor local transport plans without the need for the Taith Joint Committee.

The decision at that time to continue formally with Taith resulted from the possibility that it may be required to produce similar work in the future. The Taith Board

subsequently considered these issues and concluded that the costs and audit requirements of retaining the Joint Committee outweighed its possible future value and usefulness. Consequently, the Taith Board agreed that the Joint Committee be wound up as soon as practicable.

Future Arrangements

The requirement for a regional transport "voice" to support economic growth remains. The 2014 North Wales Transport Taskforce chaired by Lesley Griffiths recommended and the Minister subsequently agreed transport interventions should henceforward and where possible be co-ordinated regionally through the North Wales Economic Ambition Board (NWEAB), now discharged through the NWEAB's Connectivity and Infrastructure workstream. The workstream recognised the need to use the respective transport portfolio holders' knowledge & experience given that most members of the NWEAB did not have this portfolio responsibility.

Accordingly, the Chair of the NWEAB has proposed that a Transport Advisory Forum under the NWEAB be established to undertake this role. The Forum would meet biannually or up to quarterly, based on demand, to support the Connectivity and Infrastructure work stream and to ensure an effective working relationship between the highways and transport teams within each Authority.

Such an arrangement would not need a formal constitution and could be established informally. It would ensure that Members continue to have an input into region wide strategic transport issues.

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

The Transport Forum helps support the Economic and Community Ambition Strategy, a corporate priority.

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

No direct costs.

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

None required.

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

None undertaken.

9. Chief Finance Officer Statement

The Council no longer contributes financially to the Taith Joint Board. The new arrangements have a zero impact on direct budgets.

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

Limited risk to the Council.

11. Power to make the Decision

Informal forward arrangement only.



Agenda Item 6

Report To: Cabinet

Date of Meeting: 29th March 2016

Lead Member / Officer: Cllr J Thompson Hill

Lead Member for Finance, Assets & Housing

Jamie Groves

Head of Finance Assets and Housing

Report Author: C D Mathews, Commercial Development Manager

Finance Assets and Housing.

Title: Proposed grant of Lease to BCUHB for Ty Nant, Nant Hall

Road, Prestatyn

1. What is the report about?

The proposed grant of a Lease on terms to be agreed for the area edged red on the attached plan extending 0.056ha / 0.15 acres and comprising the building known as Ty Nant to the Betsi Cadwaladr University Health Board (BCUHB).

2. What is the reason for making this report?

A decision is required on the proposed grant of a Lease on terms to be agreed for the area edged red on the attached plan extending 0.056ha / 0.15 acres and comprising the building known as Ty Nant to the Betsi Cadwaladr University Health Board (BCUHB).

3. What are the Recommendations?

To grant a Lease on terms reflecting an open market letting of the property as recommended by the Councils Commercial Development Manager and the Councils external agents.

4. Report details

- 4.1 Ty Nant was operationally vacated by the Council in August 2014. Since then the property has been kept on a 'warm property' basis to enable it to be let/sold in a good condition or as part of a wider regeneration scheme.
- 4.2 The Council appointed external commercial agents who have reported little in the way of substantive interest in the property since the building was first made available to let in 2014.
- 4.3 As a result of changes in the current accommodation providing primary care in Prestatyn caused as a result in two of the primary care practices terminating their contracts with BCUHB, the Board has had an emergency requirement for an

integrated Primary Care Centre in the town. The requirement from BCUHB was for an accessible well located building, deliverable within a constrained timeline and suitable for modern health care services.

- 4.4 BCUHB gave approval for a business plan to take the property on Lease on 21st January 2016. The Council is using its external agents to negotiate heads of terms on a commercial basis at a market rent. These negotiations are ongoing at the time of drafting and it is hoped that these will be concluded before the matter is considered formally at the March Cabinet.
- 4.5 The attached plan shows the car park and access edged in blue with the retained ancillary land shown coloured purple which permits access to the building for various community activities.
- 4.6 The Council has appointed external consultants to assess the underlying level of demand for the original regeneration scheme and the draft report have supported the external letting agent's recommendation. Both consultants have stated that the internal configuration of the building is suited to a public sector occupier and this is reflected in the interest shown in the building.
- 5. How does the decision contribute to the Corporate Priorities?
- 5.1 The disposal of Council assets by Lease reduces liabilities and generates a revenue income and creates an investment asset that can be used to support other areas of service delivery.
- The provision of an integrated Primary Care Centre will enable broad based primary care for Prestatyn to be delivered from one central building within the Town Centre. This will replace services that are currently delivered from four locations in the town. This will improve service delivery for the resident town population and the wider community.
- 6. What will it cost and how will it affect other services?

Staffing / Financial Resources

No additional staffing resources are needed. Other than meeting the Councils professional costs then it is not anticipated that additional financial resources are required.

Legal / Property

The Lease will need resources to complete but post completion the property will only require periodic inspections for Lease compliance and the undertaking of rent reviews.

Biodiversity

N/A

ICT

N/A

- 7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.
- 7.1 The property was completed in 1998 and was compliant for the Disabled Discrimination Act 1995. The Council has undertaken incremental improvements for the property subsequently and was deemed compliant for service delivery when it eventually closed in 2014.
- 7.2 BCUHB have inspected the building and have not raised any physical issues in relation to the property not being Equality Act compliant.
- 7.3 BCUHB will require a drop off and collection point on the northern frontage of the site and this is being assessed by Highways and is ongoing.
- 8. What consultations have been carried out with Scrutiny and others?
- 8.1 Lead Member approval was granted at AMG on 10th March 2016. Support from both the ward members for the proposal was forthcoming at earlier MAG meetings.
- The proposal was presented to the Prestatyn Member Area Group on 27th January 2016 and supported the grant of the Lease to the LHB.
- 8.3 The property is a Corporate Asset and the grant of a lease is supported by the County Landlord.
- 9. Chief Finance Officer Statement
- 9.1 The disposal of Council assets by Lease reduces the Councils revenue liabilities and generates a revenue income. In this instance the savings contribute to the budget efficiencies already put forward as part of the Freedom and Flexibilities exercise.
- 10. What risks are there and is there anything we can do to reduce them?
- 10.1 Time constraints BCUHB have agreed extensions to use their current properties post the end of March 2016. We understand this extension has been agreed until the end of September 2016 thereafter primary care delivery in the town could be compromised.
- 10.2 We understand funding has been allocated by BCUHB for this project.
- 10.3 DCC actions to reduce delays:
- 10.3.1 Planning Change of Use the property will require a change of use from Use Class B1 Offices to D1 Non-residential institution. The application can be prioritised to ensure consent is granted (assuming the recommendation is to permit the change of use).
- 10.3.2 Lease completion delays Property/Legal Services prioritise the case as highly important.

10.3.3 BCUHB fail to agree Lease terms by acting unreasonably or requesting terms that cannot be recommended to the Council. Limited actions the Council can take in this scenario.

11. Power to make the Decision

S123 of the Local Government Act 1972 gives the power to dispose of land (leases of land of greater than seven years are deemed a disposal under the Act).

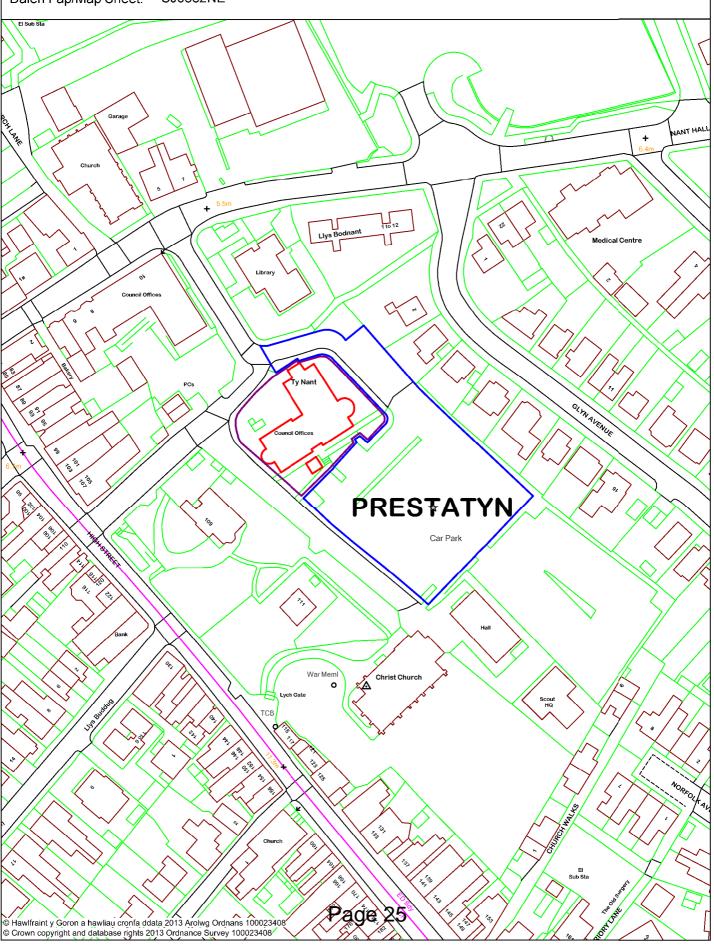


Ty Nant Prestatyn



Graddfa/Scale: 1: 1250 Dyddiad/Date: 19/02/2016

Dalen Fap/Map Sheet: SJ0682NE







Proposed Grant of Lease to BCUHB Ty Nant, Nant Hall Road, Prestatyn 29th March 2016

Equality Impact Assessment

Proposed Lease of Ty Nant, Nant Hall Road, Prestatyn

Contact: C D Mathews, Finance, Assets and Housing

Updated: 26.02.16

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

A project 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 grant of a Lease of a Council property requiring a decision by Cabinet. There are no Council officers affected by this decision. The Community will benefit from the provision of a Primary Care Centre to serve Prestatyn.

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

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

Yes

The building is being let as it currently stands. Whilst an operational asset of the Council, a disability discrimination audit was undertaken and the property was deemed to be compliant with the Act when the Council used the asset operationally.

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 building was completed in circa 1998 (post adoption of the DDA 1995). The building complied with the DDA 1995 at the date of construction. The Council has undertaken incremental alterations to the property post 1998 to improve the venue for service users and these are still insitu.

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)

This proposal will not have a positive impact on person having one or more of the protected characteristics.

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)?

This proposal will not have a disproportionate negative impact on any person having one of more of the protected characteristics.

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

No	The property is deemed compliant and no reduction or	
	amendment of the proposal / decision is deemed necessary.	

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

Yes	The ingoing tenant has requested alterations to disabled parking
	provision and a drop off / collection point for venue users. These
	are deemed to be linked to the proposed users own
	requirements rather than any negative charateristic of the
	building.

Action(s)	Owner	By when?
Provision of a drop off / collection point.	Tenant	30.09.16
Additional Disabled parking spaces	Tenant	30.09.16
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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: 26.02.2016

Name of Lead Officer for Equality Impact Assessment	Date
C D Mathews	26.02.16

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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Agenda Item 7

Report To: Cabinet

Date of Meeting: 29 March 2016

Lead Member / Officer: Cllr Hugh Evans, Leader

Report Author: Rebecca Maxwell, Corporate Director: Economy & Public

Realm

Title: Rhyl Going Forward – Review & Next Steps

1. What is the report about?

Rhyl has been a regeneration priority for over 10 years. The first priorities were adopted in 2004. In 2008, Rhyl was included in Welsh Government's North Wales Coast Strategic Regeneration Area. Priorities were reviewed in 2011 and the Council was given responsibility for leading the Neighbourhood & Places work programme. This became the Council's Rhyl Going Forward programme.

5 years on it is appropriate to assess progress and agree what the future shape of regeneration activity should be. The Welsh Government Regeneration programme for the North Wales Coast has now concluded, with funding now being made available across Wales through the Vibrant & Viable Places and Tackling Poverty initiatives, for which coherent regeneration strategies are required.

2. What is the reason for making this report?

This report sets out a review of progress with the Rhyl Going Forward Regeneration Programme and an assessment of where the Programme needs to go next.

3. What are the Recommendations?

Cabinet is invited

- 1. Note the progress made with regeneration projects in Rhyl;
- 2. Approve the proposals for the next phase of regeneration activity in Rhyl set out below and illustrated in Appendix 2 and agree that they should be used to inform priorities for any regeneration funding that may become available; and
- 3. Approve the programme management and governance arrangements set out below and illustrated in Appendix 3

4. Report details

4.1. Like many other seaside towns, Rhyl suffered from the decline in domestic holidays. As visitor numbers decreased, businesses in the town began to suffer. Former guest houses became Homes of Multiple Occupation and low property values led to poor standards and conditions. Areas of the town became host to concentrations of residents with complex social needs problems and of multiple deprivation.

- Denbighshire County Council recognised this problem and in 2004 adopted its first Strategy & Key Investment Priorities for Rhyl.
- 4.2. In November 2008, Welsh Government established the North Wales Coast Strategic Regeneration Area. Covering the coast from Prestatyn to Mochdre, the SRA aimed to tackle the issues that were deterring visitors, to identify opportunities to revitalise existing and grow new activities, to address infrastructure gaps with the aim of encouraging private sector investment and to improve the area for local residents, making it a nicer place to live.
- 4.3. A review in 2010 culminated in a Strategic Regeneration Framework, the aims of which were to *Recreate Rhyl as a place where people choose to live and stay* and *Rediscover Rhyl as a place to visit*. Under this framework, regeneration activity was split between Neighbourhoods & Places, People & Communities, and Economy & Skills. The Council took responsibility for the Neighbourhood & Places agenda. This became the Council's Rhyl Going Forward programme.
- 4.4. The objectives were agreed as:
 - a) Creation of a sustainable housing market in West Rhyl, where people choose to live
 - b) More people visiting Rhyl for an attractive, well maintained tourism & leisure offer
 - c) A good range of shops and services in the town centre, in a high quality, clean street environment
 - d) New businesses locating in Rhyl and new job opportunities being created
- 4.5. 55 individual projects were identified to deliver the programme. It soon became clear that making progress on all 55 projects was impossible. Streamlining took place during 2012 and a revised set of projects was agreed.
- 4.6. An interim report (Appendix 1a) was produced in 2013 to assess progress across the 4 workstreams and to set priorities for the next 2 years (ie to 2015). This demonstrated good progress against the 2012 priorities. 3 years on, most of the remaining work has now been either completed or is making good progress. The main exceptions relate to work on regeneration of the Town Centre.
- 4.7. Turning to results, it is difficult to quantify the degree to which all of the above activity is having an impact on outcomes for Rhyl its residents and businesses. Investment in regeneration is recognised as having long lead-in times before structural improvements to outcomes can be seen. One source of information is the Welsh Index of Multiple Deprivation (WIMD) and this shows a mixed picture, with some neighbourhoods improving their relative ranking but others worsening.
- 4.8. Beneath the headline figures, income and employment deprivation remain a concern and have yet to show any significant improvement. The biggest successes are in the domains of Education and Community Safety, with Education in particular showing significant improvements. This is encouraging in terms of prospects young people in Rhyl today and their life chances.
- 4.9. The Neighbourhood & Places Delivery Plan attempted to measure a different set of indicators to understand 'on the ground' experiences in Rhyl in particular Visitor Numbers and Retail Performance. A more focused dashboard was also developed

for the West Rhyl Housing initiative. The performance on these are mixed with visitor numbers fluctuating and Town Centre indicators showing continuing cause for concern. Anecdotally, we know that the trading environment on the High Street remains very challenging. Low household incomes in large parts of the town combined with continued loss of town centre footfall is taking its toll on Town Centre businesses. Indicators relating to housing are showing signs of improvement.

- 4.10. It is clear that the journey for Regeneration in Rhyl is not yet complete. Outcomes are still poorer than we would like and the town is not yet in a position where the market will address these weaknesses on its own. Rhyl has not yet transitioned from an area requiring regeneration to one which is ready to respond to more mainstream economic development. Further action is required to create that tipping point.
- 4.11. The next phase of Regeneration activity should build on the foundations laid over the last 5 years. The focus should be on activities that improve footfall to the town, attract more economically active residents to live in Rhyl, overcome Rhyl's poor reputation and nurture business confidence and growth. A much closer connection also needs to be created between this physical Regeneration activity and the Council's (and its partners') wider activities for addressing social issues and tackling poverty.
- 4.12. Taking all of the above into account, it is recommended that:
 - a) A new Rhyl Regeneration delivery programme is created with 3 workstreams containing projects focusing on Tourism & Visitors, Town Centre, and Living & Working in Rhyl (see Appendix 2)
 - b) Each project is assigned a project executive and collectively these officers form the Council's virtual Regeneration Team
 - c) The overall Programme Sponsor continues to be the Corporate Director for Economy & Public Realm
 - d) A Programme Delivery Group is established, chaired by the Corporate Director, to coordinate the individual projects. A representative of the Council's Tackling Poverty Board should attend the Delivery Group to align activities.
 - e) Strategic governance of the overall programme is provided by the newly formed Corporate Plan Improvement Board to ensure delivery against the Corporate Plan targets and priorities
 - f) Formal scrutiny of the Programme and its individual projects is conducted through the Council's Scrutiny Committees as required
 - g) A Local Reference Group comprising the elected representatives in Rhyl (County & Town Councillors, the AM and the MP) is established to monitor implementation and provide guidance at local level
 - h) A communications plan is developed to ensure wider communications, in particular with the local community
 - i) More routine economic development activity is led by the Council's Economic & Business Development Team through the Tourism Growth, Town Centre Growth and Supported Businesses projects being delivered for the Economic & Community Ambition Programme

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

Regeneration of Rhyl has been a Council priority since 2004 and continues to feature as a priority in the current Corporate Plan.

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

Specific costs will be determined through the individual project workstreams. Some dedicated funding already exists – through Welsh Government Tackling Poverty fund, for example. Other funding sources are likely to become available. It is imperative that the Council has a clear picture of its spending priorities in Rhyl to enable coherent funding bids to be submitted and avoid 'grant-chasing' distracting attention from important activities.

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

An EqIA is not required for this report. Equality impact will be assessed as individual projects are developed. Successful regeneration in Rhyl will improve the overall wellbeing of the local community – its prosperity, resilience, health and cohesiveness – and will address a significant inequality currently existing in Denbighshire.

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

A review of progress was carried out with Rhyl Going Forward Board members during 2015. A separate more detailed assessment was carried out with service representatives later in the year. The recommendations contained in this report have been shared with local elected Members.

9. Chief Finance Officer Statement

The programme sets out a number of ambitious projects. The report clarifies the priorities of the programme and sets out a clear governance structure. Given the potential level of financial investment from a number of sources, it is crucial that clear planning priorities have been established and that governance arrangements are robust.

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

The main risk is that regeneration activity will not have the impact that we would intend it to and that indicators of multiple deprivation continue to be poor for Rhyl. The strategy set out in this report aims to minimise this risk by setting out a clear, coherent approach with a rationale and clear priorities, and making better connections between the 3 regeneration pillars of place, people and economy. Risks for individual projects will be identified and managed through standard project management approaches.

11. Power to make the Decision

s2 Local Government Act 2000 – power to do anything to promote or improve the social, economic and environmental well-being of the area.





Rhaglen y Rhyl yn Symud Ymlaen Cynllun Darparu Cymdogaeth a Lleoedd

Adroddiad Blynyddol 2013 Rhyl Going
Forward Programme
Neighbourhood and
Places Delivery Plan

Annual Report 2013



Cynnwys

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Pan ddes i i Sir Ddinbych ychydig dros fwyddyn yn ôl, gwnaethpwyd argraff arnaf yn syth gan leoliad ardderchog y Rhyl

Cyflwyniad

Pan ddes i i Sir Ddinbych ychydig dros flwyddyn yn ôl, gwnaethpwyd argraff arnaf yn syth gan leoliad ardderchog y Rhyl sy'n hawdd cyrraedd ato o ganolfannau poblogaeth mawr Gogledd Orllewin a Chanolbarth Lloegr, ac yn fan y bydd llawer yn genfigennus ohono ar arfordir Gogledd Cymru. Pan gyrhaeddodd y rheilffordd yng nghanol y 19eg ganrif, dyma'r ffactorau a arweiniodd at ei sefydlu fel cyrchfan glan y môr.

Ond pan ddaeth gwyliau tramor yn fforddiadwy yn niwedd yr 20fed ganrif, lleihaodd y galw am yr hyn oedd gan y Rhyl i'w gynnig a symudodd pobl llai actif yn economaidd oedd yn chwilio am lety rhatach i nifer o gyn westai'r dref, a gyda gwahanol grwpiau diamddiffyn yn byw yn yr un gymdogaeth, rhoddodd hyn straen ar y gwasanaethau lleol.

Roedd adfywiad ffisegol yn y dref wedi'i arwain yn wreiddiol gan "Y Rhyl yn Symud Ymlaen – Strategaeth a Rhaglen Buddsoddi Allweddol" a gyflwynwyd i Lywodraeth Cynulliad Cymru ym mis Ebrill 2004. Dynodwyd "Ardal Adfywio Strategol" Arfordir Gogledd Cymru yn ddilynol gan y Llywodraeth yn 2008 a chredwyd bod adfywio'r Rhyl yn ganolog i'r strategaeth hon. Mabwysiadwyd "Cynllun Darparu Cymdogaeth a Lleoedd y Rhyl yn Symud Ymlaen" sy'n amlinellu'r holl ymyriadau mewn safleoedd, adeiladau a materion rheoli cymdogaeth yn y dref ym mis Tachwedd

2011 er mwyn uno'r holl bethau hyn. Felly dyma'r adroddiad blynyddol cyntaf ar y Cynllun Darparu. Bydd yn rhoi'r wybodaeth ddiweddaraf i fudd-ddeiliaid lleol ar y cynnydd sylweddol a wnaed ers ei fabwysiadu, er gwaethaf yr hinsawdd economaidd anodd, ac argaeledd cyfyngedig yr arian buddsoddi ym mhob sector. Bydd hefyd yn rhoi blas i ddarpar fuddsoddwyr o'r llwyddiannau hyd yma a chipolwg o'r datblygiadau sydd wedi'u cynllunio ar gyfer y blynyddoedd i ddod.

Er mwyn cyflawni'r Cynllun yn effeithiol, cafodd ei drefnu mewn pedwar llif gwaith ac mae'r rhain yn sail i'r Adroddiad Blynyddol hwn.

Nid wyf yn amcangyfrif yn rhy isel graddfa'r dasg o'n blaenau, ond rwy'n falch iawn gyda'r hyn sydd eisoes wedi'i gyflawni yn y dref, ac rwy'n siŵr y byddwch chithau yn falch hefyd ar ôl darllen yr adroddiad hwn.



Rebecca Maxwell

Cyfarwyddwr Corfforaethol: Uchelgais Economaidd a Chymunedol, Cyngor Sir Ddinbych

Cadeirydd, Bwrdd Rhaglen y Rhyl yn Symud Ymlaen

When I came to Denbighshire just over a year ago, I was immediately impressed by Rhyl's superb location





Introduction

When I came to Denbighshire just over a year ago, I was immediately impressed by Rhyl's superb location which is easily accessible from the major centres of population in North West England and the Midlands, and it's an enviable setting on the North Wales coast. When the railway arrived in the middle of the 19th century, these were the factors which brought about its establishment as a seaside resort.

But with the advent of affordable foreign holidays in the latter years of the 20th century, the demand for Rhyl's offer diminished and less economically active people seeking cheaper accommodation moved in to many of the town's former guest houses and with different vulnerable groups living in the same neighbourhood, this put a substantial strain on local services.

Physical regeneration in the town had originally been guided by the "Rhyl Going Forward - Strategy and Key Investment Programme" which was submitted to the then Welsh Assembly Government in April 2004. The North Wales Coast "Strategic Regeneration Area" was subsequently designated by the Government in 2008 and the regeneration of Rhyl was considered to be central to this strategy. The "Rhyl Going Forward Neighbourhood & Places Delivery Plan" which outlined all the interventions in sites, buildings and associated neighbourhood management issues in the town

was adopted in November 2011 in order to bring all these strands together. This then is the first annual report on the Delivery Plan. It will provide local stakeholders with an update on the considerable progress which has been made since its adoption despite the difficult economic climate and the limited availability of investment funding in all sectors. It will also provide prospective investors with a flavour of the achievements to date and a glimpse of the future developments which are planned for the years ahead.

In order to deliver the Plan effectively, it was arranged in four work streams and these form the basis for this Annual Report.

I do not underestimate the scale of the challenge which remains but I am heartened by what has already been achieved in the town and I am sure you will be equally impressed when you read this report.



Rebecca Maxwell
Corporate Director: Economic & Community

Ambition, Denbighshire County Council

Chair, Rhyl Going Forward Programme Board

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Llif Gwaith Gorllewin y Rhyl

Nod cyffredinol y llif gwaith hwn yw creu cymdogaeth ddeniadol yn Ardal Adfywio Gorllewin y Rhyl lle bydd pobl sy'n gweithio eisiau byw. Yr amcanion ar gyfer y llif gwaith hwn yw;

- creu marchnad dai cytbwys sydd heb ei ddominyddu gan un math o dai neu un math o ddaliadaeth;
- reu cymuned gytbwys a sefydlog gyda rhagor o bobl Cactif yn economaidd yn byw yn y gymdogaeth; a
- Ogwella edrychiad a syniadau am yr ardal.

Y prosiect mwyaf o bell ffordd sydd wedi'i gynnwys yn y llif gwaith hwn yw Prosiect Gwella Tai Gorllewin y Rhyl gwerth £23 miliwn. Bydd y prosiect hwn yn lleihau nifer y Tai Amlfeddiannaeth yn yr ardal yn helaeth ac yn gwella ansawdd y tai a'r amgylchedd cyfagos yn gyffredinol. Mae'r datblygiadau preswyl sydd wedi'u cynnal yng Ngorllewin y Rhyl yn y degawdau diwethaf wedi'u cynnal bron yn gyfan gwbl gan Landlordiaid Cymdeithasol Cofrestredig. Rydym eisiau torri'r cylch hwn a gweithio gyda datblygwyr preifat i ddarparu cartrefi newydd fydd yn denu a chadw pobl sy'n actif yn economaidd. Rydym hefyd yn ceisio ymateb i'r uchelgais gymunedol i greu man gwyrdd newydd yng nghanol yr ardal.

I gyflawni'r dyheadau hyn;

- mae partneriaid y prosiect rŵan yn berchen ar 91 o'r 120 eiddo sydd eu hangen;
- Mae Gorchmynion Prynu Gorfodol wedi'u gwneud fydd yn galluogi caffael yr eiddo sy'n weddill nad oedd yn bosibl eu caffael trwy gytundeb gwirfoddol;
- Mae 99 o'r 128 preswylydd sydd angen eu hadleoli o'r eiddo dan sylw wedi'u symud i gartrefi newydd;
- Mae 22 o'r 52 eiddo sydd heb swyddogaeth i'r dyfodol yn yr ardal wedi'u dymchwel; ac
- mae ymgynghorwyr tirweddu wedi'u caffael i ddylunio'r man gwyrdd.

Yn ystod y ddwy flynedd nesaf;

- bydd yr holl eiddo sy'n weddill ac sydd eu hangen i gyflawni'r prosiect wedi'u caffael;
- bydd y preswylwyr sydd ar ôl yn yr eiddo dan sylw wedi'u hadleoli;
- bydd partneriaid wedi'u dewis i adnewyddu'r eiddo fydd yn cael eu cadw ac adeiladu eiddo newydd ar y safleoedd sydd i'w hailddatblygu;
- bydd dyluniad y man gwyrdd wedi'i gwblhau ar ôl ymgynghoriad helaeth gyda'r gymuned; a
- · bydd y gwaith o greu'r man gwyrdd wedi'i gwblhau.



West Rhyl Work Stream

The overall aim of this work stream is to create an attractive neighbourhood in the West Rhyl Regeneration Area where working people will want to live. The objectives for this work stream are;

- to create a balanced housing market which is not dominated by one type of housing or by one type of tenure.
- to create a balanced, stable community with more economically active people living in the neighbourhood; and
- to improve the appearance and perception of the area.

By far the largest project included in this work stream is the £23 million West Rhyl Housing Improvement Project. This project will significantly reduce the number of Houses in Multiple Occupation in the area and generally improve the quality of housing and surrounding environment. The residential developments which have taken place in West Rhyl in the last few decades have almost exclusively been led by Registered Social Landlords. We want to break this cycle and work with private developers to provide new homes that will attract and retain economically active people. We are also seeking to respond to a long held community ambition to create a new green space in the heart of the area.

To deliver these aspirations;

- the partners in the project now own 91 of the 120 properties required;
- Compulsory Purchase Orders have been made which will enable the acquisition of the remaining properties which could not be acquired by voluntary agreement;
- 99 of the 128 residents who need to be relocated from the properties affected have moved to new homes;
- 22 of the 52 properties which have no future role in the area have been demolished; and
- landscape consultants have been procured to design the green space.

Over the next two years;

- all the remaining properties required to deliver the project will have been acquired;
- the remaining residents in the properties affected will have been relocated;
- partners will have been chosen to renovate the properties which are to be retained and to construct new properties on the sites which are to be redeveloped;
- the design of the green space will have been finalised following extensive community consultation; and
- the construction of the green space will have been completed.

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a chyfleoedd gwaith trwy gynyddu niferoedd ymwelwyr a gwariant ymwelwyr ar yr arfordir a'r amcanion yw;

Nod cyffredinol y llif gwaith hwn yw creu busnes newydd

- gwella profiad ymwelwyr trwy sicrhau amgylchedd glân sydd wedi'i gynnal yn dda, awyrgylch croesawgar a darparu ystod o weithgareddau a digwyddiadau;
- creu atyniadau newydd i ymwelwyr sy'n gyson gydag apêl gyfredol y Rhyl fel cyrchfan ar gyfer teuluoedd, ond un a fydd yn denu ymwelwyr sydd ddim yn ymweld fel arfer: a
- marchnata'r cyrchfan hwn yn fwy effeithiol i wella barn y cyhoedd am y Rhyl fel lle i ymweld ag o, neu fel lle i fyw ynddo neu i fuddsoddi ynddo.

...gwella profiad ymwelwyr trwy sicrhau amgylchedd glân sydd wedi'i gynnal yn dda...







Hyd yma,

- mae ramp mynediad newydd ar gyfer defnyddwyr cadeiriau olwyn wedi'i ddarparu i'r traeth yn Rhodfa'r Dwyrain gydag arian gan RWE, datblygwyr fferm wynt alltraeth Gwynt y Môr, a bydd y cyfleusterau gwell yn ein galluogi i gyflwyno'r traeth am wobrau ansawdd glan y môr.
- mae'r hen Honey Club wedi'i ddymchwel ac mae partner datblygu wedi'i ddewis i ddarparu gwesty 63 ystafell wely newydd sbon ar y safle;
- Cafwyd Gorchymyn Prynu Gorfodol fydd yn galluogi Cyngor Sir Ddinbych i gaffael yr eiddo llosg yn 25/26 Rhodfa'r Gorllewin ger safle'r hen Honey Club;
- mae pont newydd eiconig wedi agor ar gyfer beicwyr a cherddwyr ar draws yr harbwr fydd yn darparu'r dolen goll yn Llwybr Beicio Cenedlaethol 5 a Llwybr Arfordir Cymru:
- mae angorfeydd newydd a gwell wedi'u darparu yn yr harbwr:
- Cafwyd caniatâd cynllunio ar gyfer cyfleuster sgïo cebl yn y Llyn Morol; a
- crëwyd brand a gwefan newydd Love Rhyl fydd yn ategu'r strwythur newydd ar gyfer ardaloedd marchnata twristiaeth sydd wedi'u cyflwyno gan Croeso Cymru.

Pethau sydd dal angen eu datblygu yw;

- Y cynllun datblygu cymysg Ocean Plaza yn hen safle'r ffair yn Rhodfa'r Gorllewin sydd wedi'i oedi oherwydd yr angen i gael cyflenwadau pŵer ychwanegol a darparu amddiffynfeydd ychwanegol rhag llifogydd ar gyfer y cynllun a gynigiwyd; ac
- adeiladu'r cyfleuster sgïo cebl arfaethedig yn y Llyn Morol nad oedd yn bosibl ei agor yn barod ar gyfer tymor yr haf oherwydd amseru'r caniatâd cynllunio.

Yn ystod y ddwy flynedd nesaf;

- bydd y traeth yn cael ei gyflwyno ar gyfer Gwobr Glan y
- bydd yr eiddo llosg yn 25/26 Rhodfa'r Gorllewin wedi'i ddymchwel (erbyn mis Mawrth 2014);
- bydd y gwesty newydd a gynigiwyd ar gyfer safle'r hen Honey Club wedi'i gwblhau a bydd yn cael ei weithredu gan gadwyn genedlaethol;
- bydd Cyngor Sir Ddinbych wedi ystyried achos busnes ar gyfer canolfan acwatig newydd sbon yn Rhodfa'r Gorllewin i ddisodli'r Heulfan a gwelliannau i Theatr y Pafiliwn fydd yn gwneud hyn yn bosibl;
- bydd Gorchymyn Grym Harbwr wedi'i wneud fydd yn creu awdurdod statudol i reoli'r harbwr; a
- disgwylir y bydd datblygwyr Ocean Plaza wedi cyflwyno cynigion ar gyfer cynllun newydd i'r safle.



Tourism & The Coastal Strip Work Stream

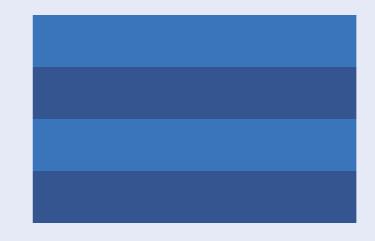
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...to improve the visitor experience by ensuring a clean and well maintained environment...

The overall aim of this work stream is to create new business and job opportunities by increasing visitor numbers and visitor spend along the coastal strip and the objectives are;

- to improve the visitor experience by ensuring a clean and well maintained environment, a welcoming atmosphere and by providing a range of activities and events:
- to create new visitor attractions that are consistent with the current appeal of Rhyl as a family orientated seaside resort, but that will attract visitors who currently do not visit; and
- to market the resort more effectively to improve the public perception of Rhyl as a place to visit, or in which to live or invest.







So far,

- a new access ramp for wheelchair users has been provided to the beach at East Parade with funding from RWE, the developers of the Gwynt y Mor offshore wind farm, and the improved facilities will enable the beach to be entered for seaside quality awards;
- the former Honey Club has been demolished and a development partner has been selected to provide a brand new 63 bedroom hotel on the site;
- a Compulsory Purchase Order has been obtained which will enable Denbighshire County Council to acquire the burnt out property at 25/26 West Parade next to the site of the former Honey Club;
- an iconic new bridge for cyclists and pedestrians has been opened across the harbour which will provide the missing link in National Cycle Route 5 and the Wales Coast Path;
- new and improved moorings have been provided in the harbour;
- Planning permission has been obtained for a cable ski facility at Marine Lake; and
- a new Love Rhyl brand and website has been created which will complement the new structure for tourism marketing areas which has been introduced by Visit Wales.

Yet to be progressed are;

- the Ocean Plaza mixed development scheme at the former fun fair site in West Parade which has been delayed due to the need to obtain additional power supplies and provide additional flood defences for the scheme which was being proposed; and
- the construction of the proposed cable ski facility at Marine Lake which was unable to open in time for the peak summer season because of the timing of the Planning permission.

Over the next two years;

- the beach will have been entered for a Seaside Award;
- the burnt out property at 25/26 West Parade will have been demolished (by March 2014);
- the new hotel proposed for the site of the former Honey Club will have been completed and will be operated by a national chain;
- Denbighshire County Council will have considered a business case for a brand new aquatics centre at West Parade to replace the Sun Centre and improvements to the Pavilion Theatre which this will make possible;
- a Harbour Empowerment Order will have been made which will create a statutory authority to manage the harbour; and
- the developers of Ocean Plaza are expected to have brought forward a proposals for a new scheme for their site.

10



Now llif gwaith hwn yw creu cyfleoedd busnes a gwaith newydd yng nghanol y dref trwy gefnogi buddsoddiad mawn adwerthu, ond hefyd trwy gyflwyno defnyddiau newydd ac amrywio economi canol y dref.

Mae angen datblygu'r llif gwaith hwn ymhellach ond mae cynnydd eisoes wedi'i wneud ar nifer o gamau gweithredu ac mae'r rhain yn cynnwys;

- gwelliant helaeth i edrychiad y prif fynedfa i ganol y dref ar gyfer pobl sy'n defnyddio cludiant cyhoeddus trwy adfer hen dafarndai'r Bee & Station a Costigan's, a bydd yr eiddo hyn rŵan yn gallu darparu ar gyfer mathau newydd o gyflogaeth yng nghanol y dref;
- Adfer mannau allanol yr eiddo adfail yn 45-47 Stryd y Dŵr:
- sefydlu marchnad stryd ar y Stryd Fawr a Stryd y Farchnad ar ddydd Iau a dydd Sadwrn;
- sefydlu Grŵp Rheoli Canol Tref i gyflogi Rheolwr Canol Tref a threfnu i gynhyrchu deunydd hyrwyddo a rhaglen o weithgareddau;
- comisiynu Action for Market Towns i gynnal ymarfer meincnodi ar gyfer canol y dref.

Mae hyder buddsoddwyr parhaus yng nghanol y dref yn amlwg gyda dyfodiad y cadwyni cenedlaethol Costa Coffee, Poundland, Vue Cinemas a Yeomans Outdoor yn ystod y flwyddyn ddiwethaf.

Yn ystod y ddwy flynedd nesaf;

- bydd strategaeth newydd wedi'i chytuno ar gyfer canol y dref i adlewyrchu'r amodau marchnad newidiol sy'n ei wynebu:
- Bydd Briff Datblygu wedi'i baratoi ar gyfer yr ardal ger y
 Queen's Market sydd wedi'i neilltuo ar gyfer datblygiad
 adwerthu newydd yn y Cynllun Datblygu Lleol
 newydd ar gyfer Sir Ddinbych ac sy'n cynnig y cyfle
 gorau ar gyfer adwerthwyr cenedlaethol sydd angen
 arwynebedd llawr mawr yng nghanol y dref; a
- Bydd Network Rail wedi cwblhau buddsoddiad o £2.3m
 i wella cyfleusterau teithwyr yn yr orsaf rheilffordd.

...sefydlu marchnad stryd ar y Stryd Fawr...



The aim of this work stream is to create new business and job opportunities in the town centre by supporting investment in retailing, but also by introducing new uses and diversifying the town centre economy.

This work stream does require further development but progress has already been made on a number of actions and these include;

- a massive improvement to the appearance of the principal arrival point in the town centre for people using public transport by restoring the former Bee & Station and Costigan's public houses and these properties will now be able to accommodate new types of employment in the town centre;
- restoring the exterior of the derelict property at 45-47
 Water Street;
- establishing a street market in the High Street and Market Street on Thursdays and Saturdays;
- setting up a Town Centre Management Group to employ a Town Centre Manager and to arrange the production of promotional materials and a programme of activities:
- commissioning Action for Market Towns to undertake a bench marking exercise for the town centre.

Continuing investor confidence in the town centre has been demonstrated by the arrival of national chains Costa Coffee, Poundland, Vue Cinemas and Yeomans Outdoor over the last year.

Over the next two years;

- a new strategy will have been agreed for the town centre to reflect the changing market conditions which it faces:
- a Development Brief will have been prepared for the area around the Queen's Market which has been allocated for new retail development in the new Local Development for Denbighshire and which offers the best opportunity for accommodating national retailers with requirements for larger amounts of floor space in the town centre; and
- Network Rail will have completed a £2.3m investment to improve passenger facilities at the railway station.

...establishing a street market in the High Street...

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Llif Gwaith Bywyd a Gwaith

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Nod y llif gwaith hwn yw cynyddu dymunoldeb y Rhyl fel lle i fyw, gweithio, buddsoddi a gwneud busnes.

Mae angen datblygu'r llif gwaith hwn ymhellach hefyd, ond mae'r cynnydd hyd yma yn cynnwys;

- cwblhau dau gam cyntaf yr amddiffynfeydd arfordirol newydd yn ardal Harbwr y Rhyl;
- cwblhau trac beicio mynydd newydd yng Nglan Morfa sy'n ategu'r trac beicio ffordd 1.3km presennol;
- Cwblhau pysgodfa gymunedol ac ardal adfywio ger Ffos y Rhyl.

Yn ystod y ddwy flynedd nesaf;

- fel trefi eraill yn Sir Ddinbych, bydd Cynllun Tref ac Ardal wedi'i gytuno ar gyfer y Rhyl fydd yn sefydlu'r sefyllfa bresennol yn y dref gyfan, yr heriau y mae'n debygol o'u wynebu yn ystod y blynyddoedd i ddod, a'r camau blaenoriaeth sydd eu hangen i fynd i'r afael â'r heriau hyn:
- Bydd dyluniadau wedi'u cwblhau ar gyfer ysgol uwchradd 21 ain ganrif newydd gwerth £25m ar gyfer y dref: a
- bydd achos busnes wedi'i ddatblygu ar gyfer ysbyty cymunedol £22m newydd yn y dref.



Live & Work Work Stream

The aim of this work stream is to increase the desirability of Rhyl as a place in which to live, work, invest and do business.

This work stream also requires some further development but progress to date includes;

- the completion of the first two phases of the new coastal defences in the Rhyl Harbour area;
- the completion of a new mountain bike track at Glan Morfa which complements the existing 1.3km road cycling track;
- the completion of a community fishery and recreation area alongside Rhyl Cut.

Over the next two years;

- like the other towns in Denbighshire, a new Town &
 Area Plan will have been agreed for Rhyl which will set
 out the current situation in the town as a whole, the
 challenges it is likely to face over the years ahead, and
 the priority actions which are required to address these
 challenges;
- designs will have been finalised for a new £25m 21st century high school for the town; and
- a business case will have developed for a new £22m community hospital in the town.

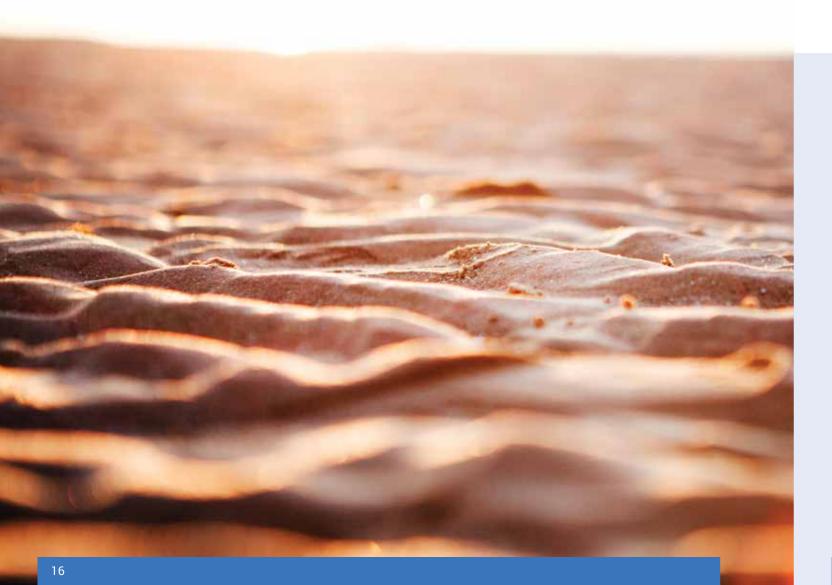
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Casgliad

Y bwriad pan gymeradwywyd Cynllun Darparu Cymdogaeth a Lleoedd y Rhyl yn Symud Ymlaen oedd y dylai etifeddiaeth y buddsoddiad;

- greu marchnad dai cynaliadwy yng Ngorllewin y Rhyl lle mae'r gofyniad am fuddsoddiad cyhoeddus parhaus yn y stoc tai preifat ac amgylchedd ffisegol cyffredinol wedi lleihau yn sylweddol a'r ardal yn un o ddewis yn hytrach na o angen;
- mwy o bobl yn ymweld â'r Rhyl oherwydd bod yr hyn sydd i'w gynnig o ran twristiaeth a hamdden, o'r sectorau cyhoeddus a phreifat, yn ddeniadol ac wedi'i gynnal yn dda;
- canol y dref yn cynnig ystod dda o siopau a gwasanaethau mewn amgylchedd ansawdd uchel gyda strydoedd glân; a
- Busnesau newydd eisiau cael eu lleoli yn y Rhyl a chyfleoedd swyddi newydd yn cael eu creu yn rheolaidd.

Mae'n amlwg o'r Adroddiad Blynyddol hwn bod cynnydd sylweddol wedi'i wneud eisoes tuag at y canlyniadau hyn ond mae llawer i'w wneud a bydd y camau gweithredu a gynlluniwyd yn ystod y ddwy flynedd nesaf yn cynnal y momentwm hwn.



Conclusion

The intention when the Rhyl Going Forward Neighbourhood & Places Delivery Plan was approved was that the legacy of the investment made should be;

- the creation of a sustainable housing market in West Rhyl where the requirement for ongoing public investment in the private housing stock and general physical environment is significantly reduced and the area become one of housing choice rather than need;
- more people visiting Rhyl because the tourism and leisure offer, both from the public and private sectors, is attractive and well maintained;
- the town centre offering a good range of shops and services in a high quality, clean street environment; and
- new businesses wanting to locate in Rhyl and new job opportunities being regularly created.

It is evident from this Annual Report that significant progress towards these outcomes has already been made but there remains much to do and the actions planned over the next two years will maintain this momentum.



Cysylltwch â ni

I gael rhagor o wybodaeth am raglen y Rhyl yn Symud Ymlaen neu unrhyw agwedd o'r gwaith, e-bostiwch y partneriaid trwy yrhylynsymudymlaen@sirddinbych.gov.uk

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Contact us

For more information about the Rhyl Going Forward programme or any aspect of the work, e-mail the partners via rhylgoingforward@denbighshire.gov.uk























Progress with Rhyl Going Forward Projects since 2013

The Rhyl Going Forward Neighbourhood & Places Annual Report in 2013 reported on progress with the programme up to that point and identified further work to be completed over the next 2 years.

Since that 2013 report, progress has been as follows:

West Rhyl Housing Improvement

We said we would:	Progress
 Acquire all the remaining properties needed to deliver the project 	Completed
 Relocate all remaining residents in the properties affected 	Completed
Have partners in place to renovate and/or construct the replacement properties	2 development zones yet to be allocated. Discussions under way.
Complete design and construction of the green space (Urban Park)	Completed

Tourism & the Coastal Strip

We said we would:	Progress
 Enter the beach at Rhyl for a Seaside Award 	
Demolish the former Honey Club	Complete
 Facilitate construction and opening of new hotel on Honey Club site 	Agreement reached with Premier Inn. Construction starting early 2016 with opening date scheduled for early 2017
Complete a business case for a new Aquatics Centre to replace the Sun Centre	Complete, leading to Rhyl Waterfront project through development partner approach with Neptune Developments
Have a Harbour Empowerment Order in place to allow effective management of the new Harbour	In progress
 Encouraged the Ocean Plaza developers to bring forward proposals for a new scheme on the old funfair site 	Planning permission for revised scheme agreed. Work to start on site early 2016.

We have also completed Phase 3 of the West Rhyl Coastal Defence scheme, creating an improved promenade and public realm in the area.

Town Centre

We said we would:	Progress
 Agree a Town Centre strategy to reflect changing market conditions 	Not started
 Prepare a Development Brief for the Queens Market development zone 	Not started, although funding has been secured to improve buildings on the edge of the zone along Queen Street
See completion of Network Rail's upgrade to Rhyl Railway station	Complete

We have also undertaken a significant improvement scheme to Rhyl High Street public realm.

Live & Work in Rhyl

We said we would:	Progress
 Develop a Town & Area Plan to identify priority actions within the local area 	Complete
 Completed designs for Rhyl New School 	Complete, with construction work due to finish in mid 2016
Encouraged BCUHB to finalise the business case for redevelopment of community hospital facilities in the town	In progress

We have also funded, with partners, a 3 year Perceptions campaign to tackle negative stereotypes and perceptions of Rhyl and promote it as a place to live, work and visit.

Completion of Phase 3 of the West Rhyl Coastal Defences has improved flood protection in West Rhyl and protected a further (4,700) properties. Work is underway to design and deliver improved flood protection in East Rhyl following the 2013 floods.

Rhyl Regeneration Programme – Workstreams & Projects

Workstream 1: Tourism & Visitors

1. Rhyl Waterfront Project

- a. Hospitality Zone projects Theatre, Event Centre, Hotel & Restaurants
- b. Active Leisure Zone projects to be confirmed
- c. Family Entertainment Zone projects Sky Tower redevelopment, Children's Village, Underground Car Park, Food units
- d. Aquatic Centre

Status: Project already initiated. Moving towards implementation phase **Funding:** Funding model identifies combination of commercial investment, recycled receipts/assets from DCC, potential capital and/or Prudential Borrowing requirement. Seeking £3.5M external grant funding. Project costs budget allocated.

Project Executive: Jamie Groves, Head of Finance, Assets & Housing

Project Manager: Russell Vaughan, Corporate Projects Team

2. Honey Club Development Zone

a. Hotel development

Status: Project underway. Moving towards implementation phase. Implementation will be delivered by commercial partner (Premier Inn).

Funding: Site already acquired. Onward sale to Premier Inn will generate

receipt for reinvestment.

Project Executive: Jamie Groves, Head of Finance, Assets & Housing

Project Manager: Chris Dingsdale, Property Services

Workstream 2: Town Centre

3. Queen's Market Development Zone

- a. Queen's Market redevelopment
- b. Queen Street properties redevelopment

Status: Queen Street properties project underway. Some further refinement of redevelopment proposals required. Purchase of properties in hand. Queen's Market proposals need further work.

Funding: Funding available from WG for Queen Street properties. Funding bid submitted for ERDF (including WG match funding) for Queen's Market proposals. Indications are that this will be successful. Commercial investment and/or Town Centre Loans Scheme may also play a part. Full scope of costs will depend on final proposals and will be subject to business case.

Project Executive: Jamie Groves, Head of Finance, Assets & Housing

Project Manager: Chris Dingsdale, Property Services.

4. Town Centre Masterplan & Strategy

- a. Masterplan
- b. Individual projects to be confirmed

Status: Some early work has started but still very much a project in development.

Funding: Until Masterplan has been developed, impossible to say what the scale of funding requirement will be.

Projects from this work will form a key component of a bid under the Vibrant & Viable Places funding stream. Town Centre Loans Scheme is also likely to be a contributor. May be some potential for HRA investment where housing forms a part of the response.

Project Executive: Graham Boase, Head of Planning & Public Protection

Project Manager: to be confirmed

Workstream 3: Live & Work in Rhyl

5. West Rhyl Housing Improvement Project

- a. Intervention Area A completion John St/Aquarium St/Abbey St/Gronant St
- b. Further projects to be confirmed

Status: Delivery of Intervention Area A is well underway. Delays have meant building work by partners has been late starting. Urban Park & CPOs (DCC responsibility) have been completed. Still some further development work on options for limited number of blocks/houses to be completed.

Consideration of additional intervention areas (particularly Edward Henry Street) to be undertaken as part of Vibrant & Viable Places scoping.

Funding: Largely in place through WG capital allocation and Social Housing Grant/RSL contributions. Funding for expansion schemes likely to be through Vibrant & Viable Places and potentially HRA. May be potential for Town Centre Loans Scheme funding.

Project Executive: Currently Rebecca Maxwell, Corporate Director – to be reviewed

Project Manager: to be confirmed, dependent on future projects

6. Private Rented Sector quality improvement

Status: Identified as a priority within DCC Housing Strategy. May require some additional targeted work in Rhyl. To be scoped.

Funding: to be confirmed/scoped. Potentially existing Service budgets – Planning & Public Protection?

Project Executive: Graham Boase, Head of Planning & Public Protection

Project Manager: to be confirmed

7. Rhyl Perceptions/PR campaign

Status: Project in implementation phase and progressing well – moving into year 2 of 3 year programme.

Funding: Jointly funded by DCC (EBD budget), WG, Rhyl Town Council,

Pennaf Housing Group, North Wales Housing

Project Executive: Rebecca Maxwell, Corporate Director

Project Manager: Vicki Shenton, Communications & Marketing Team

8. Neighbourhood Management

Status: Initiative in implementation phase and progressing reasonably well.

Unclear if there is a project plan in place. Multi agency response.

Funding: Funded from within existing service budgets as adaptation of

business as usual processes as far as possible.

Project Executive: Jason Devonport, North Wales Police

Project Manager: none identified

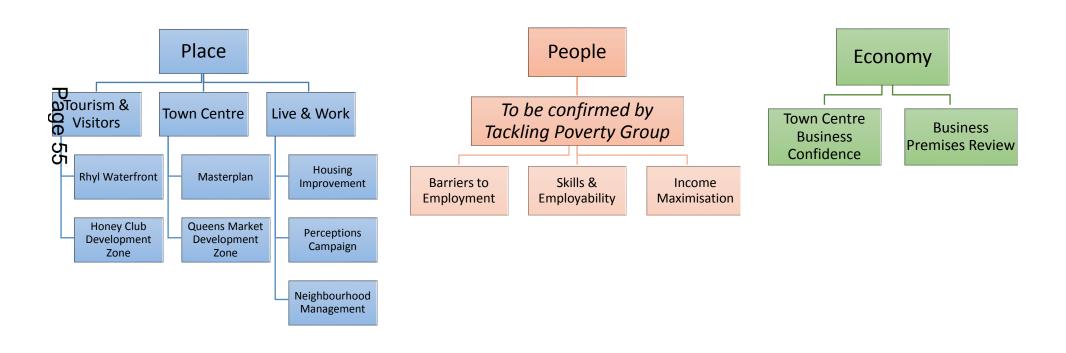


Recreating Rhyl as a place where people choose to live and stay

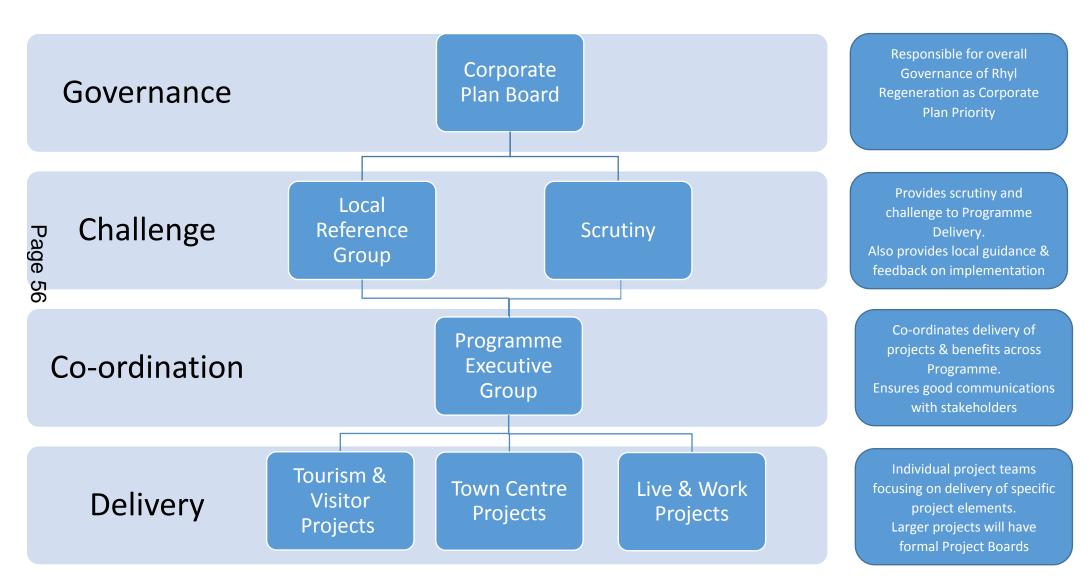
Rediscovering Rhyl as a place to visit

Successful regeneration focuses on the three interconnected pillars of Place, People & Economy.

For the next phase of regeneration in Rhyl, the following need to be the priorities in each pillar:



Programme arrangements for Rhyl Regeneration (Place):



3

Programme Management & Governance Arrangements

Corporate Plan Improvement Board

Responsible for corporate governance of Rhyl Regeneration Programme and oversight of individual projects through Project Register (Meets 6 weekly)

Rhyl Reference Group

Monitors delivery and provides
local guidance/feedback on
implementation
(Meets quarterly)
Comprises all local political
representatives – County &
Town Cllrs, AM & MP

Scrutiny

Formal monitoring & scrutiny provided through Council Scrutiny Committees as & when required

Communications

General public/press
Communications plan to be developed

Annual Stakeholder Information events to be held

Programme Executive Group

Responsible for co-ordination of individual projects and ensuring good communication with stakeholders.

Ensures benefits are delivered as well as individual project elements

(Bi-monthly meetings)

Membership

Corporate Director (chair)
Project Executives (see Appendix 2)
Welsh Government rep
Tackling Poverty Group rep
Wales Cooperative Centre rep (external
expert/challenge)

Individual projects responsible for direct stakeholder involvement

Individual project management arrangements as appropriate

Projects

Project Leads responsible for ensuring agreed project plans, good stakeholder involvement, reporting & communications.

Agenda Item 8

Report To: Cabinet

Date of Meeting: 29th March 2016

Lead Member / Officer: Cllr. Julian Thompson-Hill - Lead Member for Finance,

Corporate Plan and Performance

Alan Smith - Head of Business Improvement &

Modernisation

Liz Grieve – Strategic Planning Team Manager

Report Author: Heidi Gray – Strategic Planning & Performance Officer

Title: Corporate Plan Performance Report

Quarter 3 - 2015/16

1. What is the report about?

- 1.1 This paper presents an update on the delivery of the Corporate Plan 2012-17 as at the end of quarter 3 of 2015/16.
- 1.2 Appendix 1 provides the Executive Summaries for quarter 3, which includes achievements in quarter 3.
- 1.3 Appendix 2 contains the full quarterly report generated from the Verto Performance Management System, focusing on the exceptions only.
- 2. What is the reason for making this report?
- 2.1 To provide information regarding the council's progress as at the end of quarter 3, 2015-16 in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.
- 2.3 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.
- 3. What are the Recommendations?
- 3.1 It is recommended that the Committee uses this report to identify specific service areas (or areas of work) that would benefit from detailed scrutiny to improve outcomes for citizens and the Council's overall performance, and facilitate delivery of the Corporate Plan.

4. Report details

- 4.1 The Executive Summary (Appendix 1) contains an analysis of key exceptions, on which it is suggested attention is focussed.
- 4.2 Quarter 3, 2015-16 Performance Report (Appendix 2) looks at the Corporate Plan 2012-17 and provides an evidence-based assessment of the current position.
- 4.3 These exceptions have been highlighted as follows: A number of indicators and measures are highlighted as 'Red' within the report. This means they are identified as a 'Priority for Improvement' or where there is an issue with the data that needs to be raised.
- 4.4 Residents' Survey 2015 indicator responses that inform the Corporate Plan outcomes have been included. A report is being compiled on the full results.
- 4.5 A Corporate Plan Improvement Board has been established to oversee the completion of the commitments made in the Corporate Plan over the last 18 months of the administration.
- 5. How does the decision contribute to the Corporate Priorities?
- 5.1 This report is about our progress in delivering the Corporate Plan. Any decisions made should contribute to the successful delivery of our Corporate Priorities.
- 6. What will it cost and how will it affect other services?
- 6.1 The Corporate Plan 2012-17 sets out how much additional money the council aims to invest in each corporate priority during the next five years. Apart from that additional investment, it is assumed that the corporate plan can be delivered within existing budgets.
- 7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report
- 7.1 An EqIA was undertaken on the Corporate Plan and presented to Council on 9th October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities.
- 8. What consultations have been carried out with Scrutiny and others?
- 8.1 The information necessary to produce this report comes from services, and the draft exceptions have been discussed and circulated to enable Senior Leadership Team (SLT) to take any corrective action they deemed necessary in order to produce this report for Performance Scrutiny and Cabinet.

9. Chief Finance Officer Statement

- 9.1 A Chief Finance Officer statement is not required for this report.
- 10. What risks are there and is there anything we can do to reduce them?
- 10.1. We have a strong performance management framework, a robust Service Performance Challenge process and a strong Performance Scrutiny Committee.
- 10.2 There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the council being unable to deliver its Corporate Plan.

11. Power to make the Decision

- 11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.
- 11.2 Articles 6.1 and 6.3.4(b) outlines scrutiny's role with respect to performance monitoring and management.







Appendix 1 – Summary Corporate Performance Report

QUARTER 3, 2015-16

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 3, 2015-16

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INTRODUCTION & SUMMARY

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position. Below is a summary of the key issues identified.

OUTCOME SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 3 (December 31st 2015). The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

DEVELOPING THE LOCAL ECONOMY

Outcome 1	Infrastructure for growth	ACCEPTABLE
Outcome 2	Supported and connected businesses	ACCEPTABLE
Outcome 3	Opportunities for growth	ACCEPTABLE
Outcome 4	High quality skilled workforce	GOOD
Outcome 5	Vibrant towns and communities	ACCEPTABLE
Outcome 6	Well-promoted Denbighshire	EXCELLENT

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

Outcome 7	Students achieve their potential	ACCEPTABLE
Outcome /	Students achieve their potential	ACCEPTABLE

IMPROVING OUR ROADS

Outcome 8 Improving our roads ACCEPTABLE
--

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

Outcome 9	Independent vulnerable people	GOOD
Outcome 10	Vulnerable people are protected	GOOD

CLEAN & TIDY STREETS

Outcome 11 Clean and tidy streets	GOOD
-----------------------------------	------

ENSURING ACCESS TO GOOD QUALITY HOUSING

Outcome 12	Access to good quality housing	GOOD
Outcome IL	recess to good quanty nousing	GOOD

MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

Outcome 13 Services will continue to improve

Outcome 14 Flexible and efficient workforce

ACCEPTABLE ACCEPTABLE

KEY PERFORMANCE SUMMARY

THE CORPORATE PLAN

- 1. The percentage of the population who cannot live independently (aged 18 or over). We are working to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall, this means the number of people we support in residential care is diminishing, but will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided and the time delays in developing new Extra Care Schemes. We had an ambitious plan to reduce the number of people needing to be supported by the council in residential care by 200, from 815 to 615, during the period of the current Corporate Plan. The figure at the end of quarter 3 stood at 645, so it is clear that much progress has been made with respect to this ambition.
- 2. <u>QLI-PLA006</u> is a quarterly local indicator. This indicator shows how many dwellings have been granted planning permission and out of those how many are `affordable'. A large proportion of the quarter 3 "additional dwellings" were the 83 units granted consent at the HM Stanley site in St. Asaph. No affordable units were secured as part of this permission due to viability of the development which related to the abnormal costs of restoring the Listed Buildings on the site.
- 3. Key activities that support the Corporate Plan's <u>Housing Outcome</u> have been reviewed and will reported from quarter 4 onwards. However, the Corporate Housing Strategy and associated detailed Action Plan was agreed at Full Council in December 2015.
- 4. The <u>number of calendar days taken to let empty properties (council stock only)</u> general needs and housing for older people for quarter 3 increased to 61.2 calendar days. This increase, however, reflects the service's commitment to ensuring that properties are let in a fit state and of better quality to avoid repeat visits. The focus being on ensuring tenant's needs are met when allocating empty properties and that time is taken to ensure that the right properties are allocated to the right tenants. An improvement plan is in place and it is anticipated that there will be a decrease in re-let times, not only as properties are let more efficiently and effectively in the future but also as tenancies will be more sustainable in the longer term as a result of this focus.

- 5. <u>Validated performance data for 2014-15 academic year</u> has shown a decline in some key attainment indicators. In particular, this means that the percentage of pupils achieving the level 2 threshold (including Welsh/English and maths) and core subject indicator at Key Stage 4 are again considered to be a priority for improvement.
- 6. The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools replaces previous measures around the number of exclusions, and the number of days lost, which are no longer published by Welsh Government. Looking at the data for 2013/14 academic year, there were 563 fixed-term exclusions lasting 5 days or less, and 17 lasting over 5 days. This is a 14% increase on 2012/13. Data for 2014/15 academic year is not validated until April / May."
- 7. Corporate <u>sickness absence</u> levels continue to be a priority for improvement at 6.04 days. The targets for the reduction in sickness absence are challenging and overall the levels are reducing. It should be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales, despite failing to meet its own lower, more ambitious target at this time.
- 8. We remain unable to provide information for <u>carbon emissions</u> at present. All the Welsh authorities have been effected, some more than others, by the inability of British Gas to provide accurate electricity bills. The data unit Wales is aware of the issues with British Gas. Corrected bills are now coming through and we should be able to report last year's consumption next month. Welsh authorities will be changing suppliers from April 1st.
- 9. <u>ICT106i, The percentage of staff (home based)</u> who have been equipped for agile working. There has been a slight delay in progress in Q3 but the project is now back on track.
- 10. In quarter 3, only 89% of all <u>external stage 1 complaints</u> received by the council were responded to within corporate timescales. There was one complaint in Education, it was a complex matter involving several officers and exceeded timescale. Three complaints in Highways and Environmental Services exceeded timescale, this brought their overall performance down to 91%. Planning and Public Protection's performance has dropped to 79% in Q3 (23 out of 29 complaints responded within timescale). This is being addressed by the service and we would hope to see an improvement in Q4. Performance against this indicator is automatically reported to and monitored by Scrutiny every quarter.
- 11. The <u>percentage of staff receiving a performance appraisal</u> has increased to 90% as at the end of quarter 3. There have been changes made to information in relation to appraisals being captured on the system which should help ensure that the completion rates continue to improve. Heads of service are now receiving monthly updates on their figures. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

ACHIEVEMENTS IN QUARTER 3

- 12. There was a significant improvement in the percentage of damaged roads and pavements made safe within target time to 96.2%. During quarter 3 there were 104 defects logged, 100 of which were completed within target time. Of the four not completed within target time, one was unavoidable due to events beyond DCC control.
- 13. The former Grange Hotel in Rhyl is one of the 'top 20' eye sore sites in Denbighshire. As a result of actions by Officers working with the owner the buildings have now been demolished and the site has been cleared and left tidy. Officers will continue to monitor the condition of the site and press the owner to progress the proposed development.
- 14. The Corporate Housing Strategy and detailed Action Plan was agreed by Full Council in December 2015. The Council now has an adopted Housing Strategy, with 5 Outcome Themes and a detailed robust Action Plan, identifying responsible Head of Service and Lead Members. Regular updates on progress with the actions will be provided to Lead Members and Scrutiny as appropriate.
- 15. The Denbighshire Excellence Awards 2015 event was held in quarter 3 to recognise the efforts of employees who have made a difference to our Council and to Denbighshire residents.
- 16. Rhyl's new One Stop Shop the Council has completed its transformation of the Rhyl Library building at Church Street and has now opened the town's brand new One Stop Shop.
- 17. Developed the leisure offer along the coast with the launch of the NOVA centre, Prestatyn, to provide first class leisure facilities that will encourage more people to get involved in activities, providing high quality settings for the benefit of the local community and visitors.



Appendix 2 – Corporate Performance Report

QUARTER 3, 2015-16

This document provides and update on performance against the council's corporate priorities at the end of quarter 3, 2015-16

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KEY

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

THE COLOURS

Colour	Action Status	Measure Status
Green	On Target	Excellent
Yellow	Experiencing Obstacles	Good
Orange	At Risk	Acceptable
Red	Compromised	Priority for Improvement
Blue	Completed	N/A
Grey	No data	No data or is a count only

THE EVALUATION

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

APPENDIX 2 -QUARTER 3 PERFORMANCE REPORT

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position on an exceptions basis i.e. those measures that are Red: Priority for Improvement, or where there is an issue with the data that needs to be raised. Those measures that are currently showing an acceptable, good or excellent status are not examined in any great detail within this report, but are available to view through the Verto Performance Management System.

Please Note: This report has been generated from the Verto Performance Management System

PRIORITY - DEVELOPING THE LOCAL ECONOMY

ECONOMY HEADLINE INDICATORS

Description	This cluster of indicators are economy-based aspects of the external environment in which we'd expect to see an improvement if our Outcomes were progressing well. The six Outcomes within the Economic & Community Ambition priority will have a discrete set of indicators according to their theme (e.g. infrastructure), but collectively should enable progress against this cluster of indicators by laying the foundations for economic growth.	
Outcome Summary		

Indicators				
	QECAHeadline1	% Job Seekers Allowance claimant count		
	ECAHeadline2	Median Household Income		



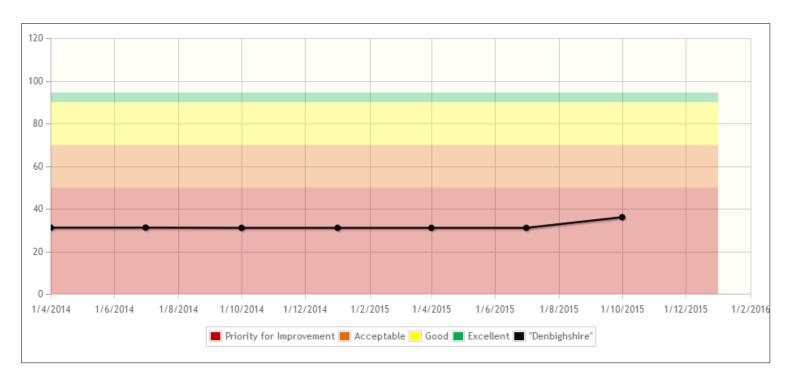
Quarter 3 Incomes remain below their pre-recession high point. This may be due to the continuing lack of increase in wages and reduction in benefits.

ECAheadline3	The count of births of new enterprises
ECAheadline4 1 year survival rate of new enterprises (%)	
ECAheadline5	3 year survival rate of new enterprises (%)
ECAheadline6	Turnover of Denbighshire based businesses (£m)

OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

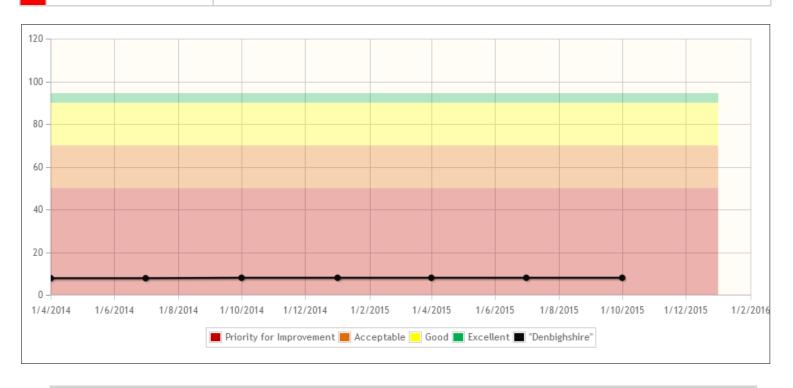
Status	ACCEPTABLE	
Outcome Summary	The overall status for these indicators is Orange: Acceptable.	
,	Three indicators have a Red, Priority for Improvement Status. Please see below for details	
	The Priority Strategic Employment Sites project has had a new project manager, who has removed the indicator ECA 1.1i. This is because the work involved to secure planning consent for a site includes the work to remove barriers -hence this indicator did not add value.	

Indicators	
BusSurv1.9	The percentage of businesses selling or sourcing goods or services online
OFCOMsuperfast - Annual	Denbighshire's OFCOM five-point ranking for superfast broadband availability
OFCOMtakeup Annual	Denbighshire's OFCOM five-point ranking for broadband take-up
ECA1.1i	The percentage of available land on Priority Strategic Employment Sites where restrictions/hindrances to development are removed from the legal title (as a % of all available land)
ECA1.2i	The percentage of available land on Priority Strategic Employment Sites ready to be developed (i.e. with planning permission), as a % of all available land on PSES



Quarter 3 Planning applications submitted on Station Yard, Denbigh, Property Alliance retail on Rhuddlan Triangle.

ECA1.3i The percentage of available land on Priority Strategic Employments Sites developed, as a percentage of all available land on PSES's



Latest Data Comment

Quarter 3 No change in developed status since Q1 2015

Activities ECA 1.2a Digital Denbighshire 15/07/13 31/10/15			
ECA 1.2a	15/07/13 3	1/10/15	
ECA 1.3b	Strategic Employment Sites	06/05/14 3	1/03/17

UTCOME 2	- SUPPORTED AND CONNECTED BUSINESSES		
OT COME 2	SOFT OR FED AND CONNECTED BUSINESSES		
Status ACCEPTABLE			
Outcome ummary	The overall status for this Outcome is Orange: Ac	cceptable.	
	This outcome is supported by annual indicators a been no update during quarter 3.	and therefo	re there has
ndicators			
FAA406m	Local procurement spend as a % of total procurement	ent spend	
BusSurv4.2	% of businesses satisfied with quality of advice/sup	pport	
BusSurv4.1	% of businesses satisfied with access to advice/sup	port	
ECA2.2i	The percentage of contracts worth over £2 million clauses	with comm	unity benefi
ctivities			
BIM314a	Conduct, collate, analyse and publish results from the Business Survey	01/04/14	31/10/15
ECA 2.1a/2.2a/2	Business Advice & Support	12/09/13	31/03/16
ECA 2.1b	Better Business for All (BFC Phase 1 - Planning & Public Protection)	06/05/14	31/03/16
ECA 2.1 bus case	Develop business case for Better Business For All project	01/04/15	30/09/15
ECA 2.3a	Supportive Procurement (Phase 1 - Procurement Strategy)	02/12/13	28/11/14
PR003264/ 2.3a	PROCUREMENT: Strategy & revised CPR's	01/06/15	01/04/16
PR003266/ 2.3b	ECA PROCUREMENT: Local Supplier Development	01/06/15	01/04/16

OUTCOME 3 - OPPORTUNITIES FOR GROWTH

Status	ACCEPTABLE
Outcome Summary	The overall status for this Outcome is Orange: Acceptable.
	Work to identify growth Sectors is now underway, but the project is a very long term one. In order to ensure that we can assess our progress over the short-medium term, some interim measures are being developed. Reporting will be possible from Q1 2016-17

Ind	Indicators					
	CMLi10	STEAM - Total Economic Impact of Tourism (£ million)				
	CMLi11	STEAM - Number of Full Time Jobs Supported by Touris	sm			
	ECA3.1i	No. of businesses in the tourism sector				
	ECA3.2i	No. of new businesses in Growth Sectors				
	ECA3.3i	No. of Denbighshire residents employed in Growth Sec	tors			
Ac	tivities					
	ECA 3.1Aa-c	Tourism Growth Plan	05/06/14	31/07/15		
	ECA 3.2a	New Growth Sectors	01/01/15	01/03/17		
	ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18		
	PPP311a	Take a pro-active approach to encourage the private sector to develop economic development, by producing master plans, planning briefs and SPGs	01/04/15	31/03/16		

OUTCOME 4 - HIGH QUALITY SKILLED WORKFORCE

Status	GOOD
Outcome Summary	The overall status for this Outcome is Yellow: Good.
	Two indicators - achievement in STEM subjects has been adopted as a priority by the North Wales Economic Ambition Board, as it is being managed by that board the STEM indicators are recommended for withdrawal from this outcome.

Ind	Indicators				
Ed004i The percentage of children aged 16 - 18 Not in Education, Employment Training, at the preceding 31 August in Denbighshire		The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire			
QECA4.6i % of the population aged 18 to 24 claiming JSA		% of the population aged 18 to 24 claiming JSA			
	BusSurv3.3a	% of businesses reporting unfilled vacancies due to unsuitable applicants			
BusSurv3.3b % of businesses reporting difficulty recruiting staff with the right skills		% of businesses reporting difficulty recruiting staff with the right skills			
	ECA4.7i	% of pupils leaving school at 16 attaining Level 2 in at least 1 STEM subject			

ECA4.8i	% of pupils leaving school at 18 attaining Level 3 in at least 1 STEM subject				
eca4.10i % of people of working age in Denbighshire who are self employed					
Activities	Activities				
ECA 4.1b,4.2a- c,4.3a	Pathways +	01/04/15	31/07/16		

OUTCOME 5 - VIBRANT TOWNS AND COMMUNITIES

Sta	tus	ACCEPTABLE		
Outcome Summary None of this data is updated on a basis more frequently than annual data is only updated once every three years, and was last updated in Therefore there is no change in the indicators' status. ECA5.3i and ECA5.5i there is no new data is available at this time. The two RSQ indicators from the Residents' Survey 2015 status remains ame as the previous survey results.		in 2014.		
Ind	icators			
	ECA5.1i	% of vacant town centre premises (Denbighshire avera	ge)	
	RSQ11	% of residents reporting overall satisfaction with their town centre		
	RSQ2	% of town residents reporting overall satisfaction with	their local a	rea
	BusSurv2.1 % of town centre businesses reporting confidence in future prospects		cts	
	ECA5.2i	% of LSOA that fall into the 10% most deprived in Wale	S	
	ECA5.3i No. of LSOA with a claimant count (%) greater than Great Britain			
	ECA5.4i	No. of LSOA with a median household income below V	/ales	
	ECA5.5i	% of the rural working age population claiming Job See	ekers Allowa	nce
Act	ivities			
	ECA 5.1	Town Centre Growth & Diversification Plan	05/05/15	31/03/17
	ECA 5.3a RGF	Rhyl Regeneration		
	ECA 5.3a RGF 01	Rhyl Harbour: Pedestrian and cycle bridge, public square, quayside building and extended quay wall	02/03/09	31/03/15
	ECA 5.3a RGF 01.1	Rhyl Harbour: Harbour Empowerment Order	02/05/12	30/06/16
	ECA 5.3a RGF 02	West Rhyl Housing Improvement Project		

ECA 5.3a RGF 03	The Honey Club, Rhyl		
ECA 5.3a RGF 10	49 - 55 Queen Street	01/09/14	31/03/15

OUTCOME 6 - WELL-PROMOTED DENBIGHSHIRE

Status	EXCELLENT
Outcome Summary	The projects are both currently at an Excellent status.

Act	tivities			
	ECA 6.1a-c	Locate in Denbighshire- Inward Investment Marketing Campaign	17/04/14	31/03/16
	ECA 6.2a	Develop a Destination Management Plan for Denbighshire	01/04/14	30/06/14
	ECA 6.2b / 1.3a	Enquiry Handling for Sites & Premises	24/11/14	30/06/15

PRIORITY - IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

Status

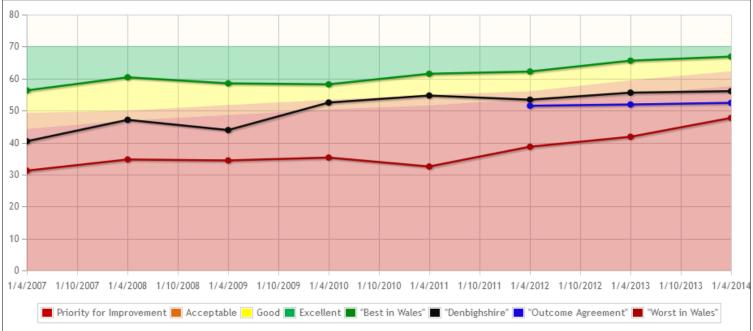
ACCEPTABLE

Outcome Summary

The overall position for this outcome is Orange: Acceptable. We are using a higher benchmark for excellence for educational attainment where 'Green: Excellent' is the best in Wales. Indicators considered to be a priority for improvement are detailed below.

A new cluster of Measures have been added to this selection. They relate to the conditions of schools, improvement of which is a major driver for the 21st Century Schools programme of work. As they are new and annual, no data is yet available, but will be added as soon as possible.

Ed001i The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils) EDU017 The percentage of pupils achieving the level 2 threshold including Welsh/English and maths (all pupils)



Latest Data Comment

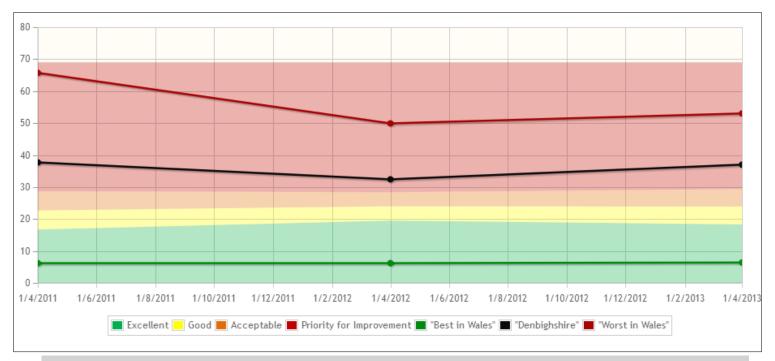
Quarter 3

Performance against the indicator has increased from 55% in 2013-14 to 56% in 2014-15. However, improvement elsewhere in Wales now means that Denbighshire's performance has fallen below the median and is considered a priority for improvement.

Ed006i	Ed006i The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)	
Ed009i	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)	
70 60 60 40 30		
20	1/1/2008 1/1/2009 1/1/2010 1/1/2011 1/1/2012 1/1/2013 1/1/2014 1/1/20 ment Acceptable Good Excellent Best in Wales Denbighshire Worst in Wales	

Quarter 3 Performance against the indicator has fallen from 53% in 2013-14 to 51% in 2014-15. Together with improvement elsewhere in Wales, this means that Denbighshire's performance has fallen below the median and is considered a priority for improvement.

EDU002i	The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
EDU003all	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)
EDU016a	Percentage of pupil attendance in primary schools
EDU016b	Percentage of pupil attendance in secondary schools
EDU101i	The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools



Quarter 3 This measure replaces previous measures around the number of exclusions, and the number of days lost, which are no longer published by Welsh Government. Looking at the data for 2013/14 academic year, there were 563 fixed-term exclusions lasting 5 days or less, and 17 lasting over 5 days. This is a 14% increase on 2012/13. Data for 2014/15 academic year is not validated until April / May.

Measures					
	LMEd20a	The number of deficit places as a percentage of the total school places in Denbighshire (Primary)			
	LMEd20b	The number of deficit places as a percentage of the total school places in Denbighshire (Secondary)			
	LMEd21a	The number of surplus places as a percentage of the total school places in Denbighshire (Primary)			
	LMEd21b	The number of surplus places as a percentage of the total school places in Denbighshire (Secondary)			
	LMEd22a	The number of school places provided through mobile classrooms (Primary)			
	LMEd22b	The number of school places provided through mobile classrooms (Secondary)			
*	CES101i	The percentage of primary places provided in Category A schools			
*	CES102i	The percentage of primary places provided in Category B schools			
*	CES103i	The percentage of secondary places provided in Category A schools			
*	CES104i	The percentage of secondary places provided in Category B schools			
*	This cluster	of new indicators relate to the conditions of schools (Category A being the			

best), improvement of which is a major driver for the 21st Century Schools programme of work. As they are new and annual, no data is yet available, but will be added as soon as possible.

Activities				
CES102a	Funding the 21st Century Schools Programme and wider Modernising Education Programme	01/04/14	01/08/19	
CES111a	To reduce the reliance on mobile accommodation	01/04/14	31/03/16	
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/19	
ECA 4.1b,4.2a- c,4.3a	Pathways +	01/04/15	31/07/16	
ECA 4.2a-c	TRAC	07/04/14	31/08/20	
EDU117a	Health and Wellbeing Outcomes for Schools	01/04/15	31/03/16	
EDU118a	Review of Athrawon Bro Service for schools	01/04/15	31/03/16	
EDUa003	Review current provision for students who access the Behaviour support Service and remodel as appropriate	01/04/13	31/03/16	
EDUa005	Revisit Service Level Agreement with GwE	01/04/14	31/03/16	
EDUa006	Celebrating teacher achievements / good practice through an award scheme (Excellence Denbighshire for teachers)	01/04/14	31/03/16	
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	31/03/16	
EDUa009	Soft skills / skills for employment	01/04/14	31/03/16	
EDUa011	Careers advice and support	01/04/14	31/03/16	
EDUa012	Work experience opportunities	01/04/14	31/03/16	
EDUa013	Apprenticeships	01/04/14	31/03/16	
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/16	
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/16	
EDUa018	Challenge Action: Further develop the role of the School Standards Monitoring Group (SSMG), to include focus on headteacher performance and school attendance	22/04/15	31/05/16	
EDUa019	Challenge Action: Continue to develop Denbighshire's own leadership of GwE	22/04/15	31/03/16	
EDUa020	Challenge Action: Service to progress its strategy on improving secondary school attendance, and to circulate a paper to Scrutiny for information	22/04/15	30/06/15	
EDUa021	Challenge Action: Analysis of Yr13 2015 destination	01/07/15	31/10/15	

	data using a sample from our sixth-form schools		
EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/16
PR000044	Rhyl New School	22/10/12	11/07/16
PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
PR000247	Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18
PR000319	Ruthin Area Review: Ruthin Town School Modernisation	21/04/14	01/09/18
PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	01/01/14	30/10/17
PR000332	Ruthin Review -New Area School for Llanfair DC and Pentrecelyn	01/08/14	03/09/18

PRIORITY - IMPROVING OUR ROADS

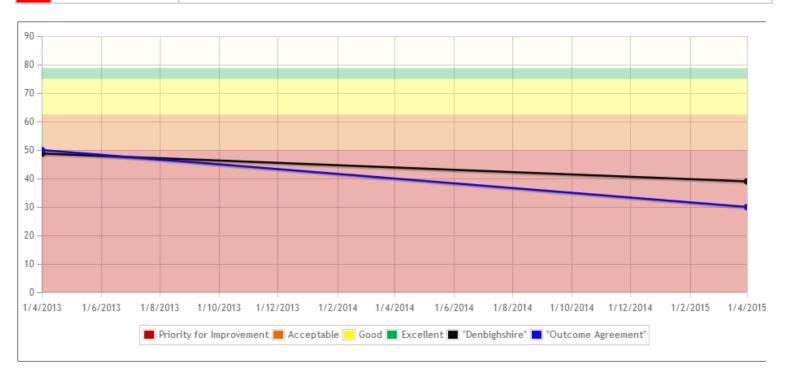
OUTCOME 8 - RESIDENTS AND VISITORS TO DENBIGHSHIRE HAVE ACCESS TO A SAFE AND WELL-MANAGED ROAD NETWORK

Status	ACCEPTABLE
Outcome Summary	The overall position for this outcome is Orange: Acceptable. We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales on an annual basis. Resident Survey results for indicators in this outcome have significantly fallen since the results of the 2013 survey. There was a significant improvement in the percentage of damaged roads and pavements made safe within target time to 96.2%, now at an `acceptable' level.

Indicators

HES101i

The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition



Latest Data	a Comment
Quarter 3	Resident Survey results for indicators in this outcome have significantly fallen since the results of the 2013 survey.
RSQ09A	The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)
RSQ09B	The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know)
THS012 - A	Annual The percentage of principal (A) and non-principal (B) and (C)

						_
			roads that are in overall poor condition	on		
	THS012a - Annual		The percentage of principle A roads that are in overall poor condition			
	THS012b - An	nual	The percentage of non-principal/classified B roads that are in overall poor condition			
	THS012c - Ar	ınual	The percentage of non-principal/classified C roads that are in overall poor condition			
Mea	sures					
	APSEPI03c		Percentage of damaged roads and pavements made safe within target time			
	HES102m		The percentage of planned dropped-k routes within the year	erbs deliver	ed along key	
	нім006		The percentage of Category C (Final) S carried out on utility works before the (legislation states 10%)			
	HIM007		The number of successful claims agai road condition during the year	nst the cour	ncil concerning	g
	HIM042		The proportion of the planned Highwa Programme achieved (schemes)	ays Capital I	Maintenance	
	THS003		The percentage of the annual structural that was spent on planned structural		= = = = = = = = = = = = = = = = = = =	ır
Acti	vities					
	HES106a	Asaph, and	o strengthen the Elwy Bridge, St d undertake extensive repairs to the nent of Foryd Road Bridge, Rhyl.	01/04/14	31/03/15	
	HES107a		sport infrastructure barriers to growth comic & Community Ambition e Plan)	01/09/14	31/03/16	
	HES113a	Resurfacin	g works	01/04/15	31/03/16	
	HES114a	Microasph	alt laying works	01/04/15	31/03/16	
	HES115a	Surface dre	essing works	01/04/15	31/03/16	
	HES116a	Review car	park tariffs	01/04/15	31/07/15	
	HES117a	Introduce t display ma	telemetry system for car park pay & chines	01/04/15	31/03/16	
	HIA004	-	policy by delivery of dropped kerbs sed key routes	01/04/14	31/03/16	

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

OUTCOME 9 - VULNERABLE PEOPLE ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Status GOOD

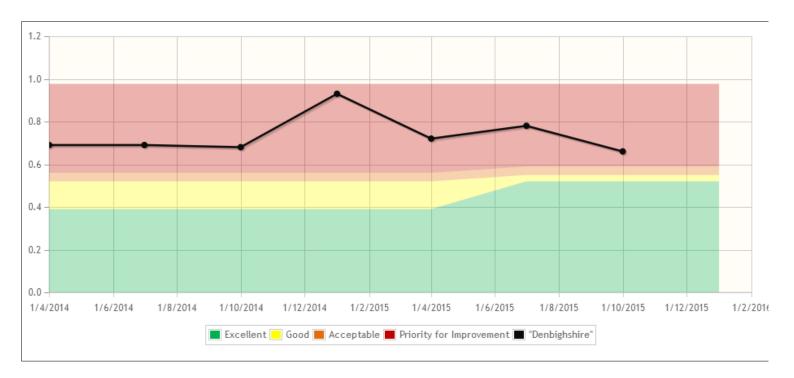
Outcome Summary The overall position for this outcome is Yellow: Good.

There is one indicator that is considered to be a Priority for Improvement, and this is detailed below. More adults are now able to live independently without a formal package of social care provided by the council. We have invested heavily in developing our staff to help people to identify what matters to them. and to identify the assets that are already available to them (in their communities and family/friendship groups) to enable them to achieve their personal wellbeing outcomes. Some people will always need care and support from social services, but our aim is to delay the point at which (and extent to which) that is required. Denbighshire still has a relatively high number of people in residential care, compared to the rest of Wales, but we have reduced the number people needing residential care by 170 (from 815 to 645) during the period of the current Corporate Plan. This reduction has been difficult to achieve because it is often hard to move people out of residential care once they have been there for some time. We have therefore focussed our efforts on preventing the need for residential care and ensuring that alternative exist for potential new placements. Our vision is that nobody in Denbighshire will need standard residential care in future, but that vision requires the development of more extra care housing as an alternative for people who have 24-hr care needs and do not require significant nursing or specialist mental health input. Plans for the development of additional extra care housing schemes are progressing well, although some of the potential plans are subject to decisions that are to be made by Cabinet in April 2016 about the future of our in-house residential care homes.

It is proposed to remove ABSM3 - the percentage of people no longer needing a social care service following involvement from the reablement and intake service, as this is no longer collected by the service. It is proposed that this will be replaced by a new National measure in April 2016.

Indicators			
	' '	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)	
	OResidential 18	The percentage of the population who cannot live independently	

(aged 18 or over)



Quarter 3

We are working to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall, this means the number of people we support in residential care is diminishing, but will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided and the time delays in developing new Extra Care Schemes. We had an ambitious plan to reduce the number of people needing to be supported by the council in residential care 200, from 815 to 615, during the period of the current Corporate Plan. The figure at the end of Q3 stood at 645, so it is clear that much progress has been made with respect to this ambition.

Measures			
ABSm3	The percentage of people no longer needing a social care service following involvement from the reablement and intake service		
Assistive18	The number of adult clients in receipt of assistive technology (aged 18 or over)		
Newcarehome65 (count only)	The number of new placements of adults whom the authority supports in care homes (aged 65 or over)		
QPSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant		
QSCA001	The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over		
QSupported (a) 18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through,		

			modern supportive options (aged 18 or over)			
	QSupported (b) 18		Of the people who can live independently with a package of care, the percentages that are supported to live independently through traditional care options			
Act	tivities					
	ABS110a	Point of	Challenge Action : Carry out review of Single Access (SPoA) and develop a meaningful set ators with data available late 2015.	30/09/14	30/09/15	
	CFS206a		relopment of a new Care Leavers Service sioned through engagement and co-ion	01/04/15	30/09/15	
	CFS406a	mainstr young p	e the approach to inclusive practice of eam providers of services to children and beople, so that these services can be easily d by children with additional needs	01/04/15	31/03/16	
	CSS101a	Indepen engagin	oment and implementation of the Supporting idence in Denbighshire (SiD) vision, including: and the tor to develop supportive communities	01/04/15	31/03/16	
	CSS102a	enable t	y with providers in the independent sector to the council to commission "outcomes" rather ervices" from providers.	01/04/15	31/03/16	
	CSS302a	roles & conside	st Services Development. We will review the responsibilities within Specialist Service and r whether it is feasible to develop a whole of bility service.	01/04/15	31/03/16	
	CSS304a		entation of changes necessary to respond to sing Act	01/04/15	31/03/16	
	CSS305a	partner	e to promote and develop integrated ship working with health (developing formal ed structures and governance arrangements).	01/04/15	31/03/16	
	CSS306a	support and ach includin	e to develop person centred approaches to and empower citizens to gain independence ieve the outcomes that are important to them, ig working with the Social Services ement Agency to test the National Outcomes ork.	01/04/15	31/03/16	
	CSS307a	risk of I focusse	test a different way of working with citizens at osing their independence that is community d and geared towards promoting dence. This will be part of a national	01/04/15	31/03/16	

	`Community Led Conversations' programme run by the NDTi		
MSSEWB201 3/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
PR000173	Single Point of Access		
PR002863	Consultation on future of in-house services	13/01/15	01/04/16

OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED

Status	GOOD
Outcome Summary	The overall position for this outcome is Yellow: Good.
	There are no exceptions to report on for quarter 3, 2015/16. The actions required to support adult protection and Deprivation of Liberty Safeguards have been implemented with work undertaken with the Single Point of Access to manage referrals better and the appointment of a dedicated Safeguarding Team Manager. However, some concerns have previously been raised by CSSIW with respect to the Protection of Vulnerable Adults (POVA) process, and we are therefore being cautious and evaluating this outcome as `good' overall instead of `excellent', despite the excellent performance in relation to all the indicators and measures.
	It is important to note that the concerns raised by CSSIW were based on their annual assessment for 2014/15, and we have since implemented various changes to our processes to respond to those concerns, as highlighted above.
	The CSSIW concerns, and our response to them, has also been discussed at length at Performance Scrutiny, and the cautious evaluation of `good' for this outcome reflects the view that it may be too early to evaluate whether those changes have been fully embedded yet.

Inc	Indicators				
	QSCC010 The percentage of referrals that are re-referrals within 12 months				
Me	asures				
	QSCA019	The percentage of adult protection referrals completed where the risk has been managed			
	QSCC015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference			
	QSCC034	The percentage of child protection reviews carried out within statutory timescales during the year			

CFS102a	Implement a coherent service wide approach to the use of risk models and risk management in the direct work with families.	01/04/14	31/03/16
CFS106a	Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between TAF and Intake Services	01/04/15	30/09/15
CFS107a	Develop the final year plan for delivery of Families First to include preparation to exit from the programme	01/04/15	31/03/16
CFS108a	Develop and deliver an effective training programme for `all staff' around providing stability for vulnerable families	01/04/15	31/03/16
CFS207a	Implement actions from Foster Care Profile exercise undertaken in 2014/15.	01/04/15	30/09/15
CFS208a	National Outcomes Framework Pilot for Looked After Children and children at risk of becoming Looked After	01/04/15	30/09/15
CFS302a	Establish a learning framework for identifying and prioritising safeguarding issues to be addressed	01/02/14	31/03/15
CFS303a	Implement Signs of Safety approach to manage child protection conferences	01/02/15	31/12/15
CFS304a	Aim to ensure every child is subject to an appropriate intervention	01/05/15	31/03/16
CFS305A	Improve basic Skills Set for communicating with children	01/04/15	31/12/15
CFS306a	Implement an effective approach to Core Groups ensuring they adhere to the creation and implementation of a child protection plan	01/05/15	31/03/16
CSS201a	Improve POVA processes to support the role of the Designated Lead Manager	01/07/15	31/03/16
CSS202a	Improve processes to ensure more effective management of the DoLs workload	01/07/15	31/03/16

PRIORITY - CLEAN & TIDY STREETS

OUTCOME 11 - TO PRODUCE AN ATTRACTIVE ENVIRONMENT FOR RESIDENTS AND VISITORS ALIKE

Status	GOOD
Outcome Summary	The overall position for this outcome is Yellow: Good.
	The four indicators relating to the Residents' Survey have not changed in status in 2015. Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant.

Indi	Indicators					
	HES201i		The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area			
	HES202i		The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling			
	HES203i		The percentage of respondents reporting cleanliness of the streets within their nea			
	HES204i		The percentage of respondents reporting cleanliness of the streets within their near relation to dog fouling			
	HES207i – A	nnual	Clean Streets Survey - Improvement Areas	S		
	RATE/STS/0	06D - Annual	The rate of fly-tipping incidents reported	per 1000 pe	opulation	
	KWT001i - A	ınnual	Keep Wales Tidy - Cleanliness Indicator			
Mea	asures					
	QPPP101m		The percentage of untidy land incidents resolved within 12 weeks			
	STS006 - Annual		The percentage of reported fly tipping incidents cleared within 5 working days			
	Q-PPP102m		The rate of fixed penalty notices (all types) issues per 1000 population			
	Q-PPP103m		The rate of fixed penalty notices (dog for population	ıling) issues	per 1000	
Act	ivities					
	HES204a		between Streetscene and Public relation to dog fouling	01/04/15	31/03/16	
	HES205a		Countywide engagement with the general tion to dog fouling	01/04/15	31/03/16	
	PPP104a		implement a coordinated approach to tified eyesore sites across the county	01/10/14	31/03/15	
	PR000069	Former North	Wales Hospital	01/03/10	31/03/16	

PRIORITY - ENSURING ACCESS TO GOOD QUALITY HOUSING

OUTCOME 12 - THE HOUSING MARKET IN DENBIGHSHIRE WILL OFFER A RANGE OF TYPES AND FORMS OF HOUSING IN SUFFICIENT QUANTITY AND QUALITY TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES

Status	GOOD			
Outcome Summary	The overall position for this outcome is Yellow: Good. There is one indicator and one performance measure that are considered to be a priority for improvement. These are detailed below.			
	New activities have been identified for Finance, Assets & Housing to support this outcome. There is currently no ROYG status for these activities as they are due to commence in quarter 4.			
	The Corporate Housing Strategy and associated detailed Action Plan was agreed at Full Council in December 2015.			
Indicators				
JHLAS03i - Annual	The years of supply of housing land as determined by the Joint Housing Land Availability Study			
QPSR007a	Of the Houses in Multiple Occupation known to the local authority, the percentage that have a full licence			
FAA407i	The % of Council House tenants that were at least satisfied with the quality of their home The additional supply of affordable housing, including social housing, provided during the year The additional supply of market housing, provided during the year			
PPPAH001- Annual				
PPPMH001- Annual				
QLI-PLA006	No. of additional affordable housing units granted planning permission as a % of all housing units granted planning permission			
25				
20 -				
15 -				
10				
5 -				
0 444,0045	177005 107045 107045 1440005 1440005			
1/4/2015 1/5/2015 1/6/2015	1/7/2015 1/8/2015 1/9/2015 1/10/2015 1/11/2015 1/12/2015 1/1/20 iority for Improvement Acceptable Good Excellent Denbighshire			
	ANTA TOT IMPORTANTE PROCESSION OF STATE			

Quarter 3

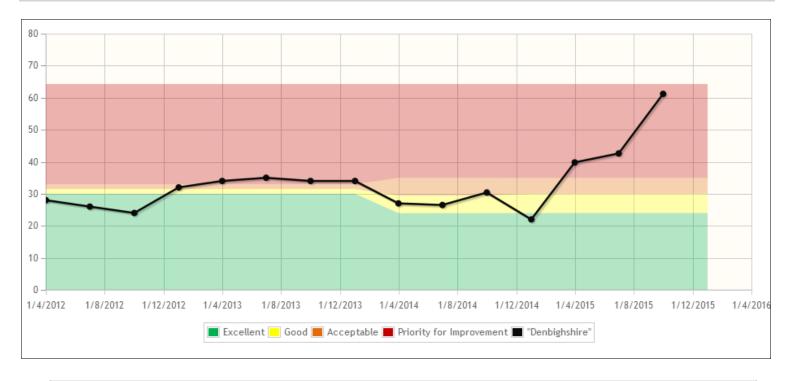
This indicator shows how many dwellings have been granted planning permission and out of those how many are `affordable'. A large proportion of the quarter 3 "additional dwellings" were the 83 units granted consent at the HM Stanley site in St. Asaph. No affordable units were secured as part of this permission due to viability of the development which related to the abnormal costs of restoring the Listed Buildings on the site.

Measures				
Q-HMPI102	Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)			

Latest Data Comment

Quarter 3 Survey results regarding satisfaction are unavailable for quarter 3.

	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
•	The number of calendar days taken to let empty properties (council stock only) - General Need & Housing for Older People



Latest Data Comment

Quarter 3

The number of calendar days taken to let empty properties (council stock only) - general needs and housing for older people for quarter 3 increased to 61.2 calendar days. This increase, however, reflects the service's

commitment to ensuring that properties are let in a fit state and of better quality to avoid repeat visits. The focus being on ensuring tenant's needs are met when allocating empty properties and that time is taken to ensure that the right properties are allocated to the right tenants. An improvement plan is in place and it is anticipated that there will be a decrease in re-let times, not only as properties are let more efficiently and effectively in the future but also as tenancies will be more sustainable in the longer term as a result of this focus.

	Q-LI/HS/13	The number of potential homeless people assisted	to find a ho	me		
	QPLA004c	The percentage of householder planning applications determined during the year within 8 weeks				
	QPSR002	The average number of calendar days taken to deli Grant	iver a Disabl	ed Facilities		
	QPSR004	The percentage of private sector dwellings that had than 6 months at 1 April that were returned to occ through direct action by the local authority				
	Y-HSG304m	The percentage of council properties compliant wit Quality Standard	th the Welsh	Housing		
Act	ivities					
	FAA402a	Develop and embed some county-wide initiatives to enhance tenant engagement and satisfaction	01/04/15	31/03/16		
	FAA405a	Publish results from the 2014/15 Council Tenant survey	01/04/15	31/03/16		
	FAA502a	Undertake work to enable identified vacant private sector dwellings to be converted into Council Housing	01/04/15	31/03/16		
	FAA503a	Prepare sites to enable new Council House builds	01/04/15	31/03/16		
	FAH401a	Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties	01/02/16	31/03/17		
	FAH402a	Review approach to surveying tenants about property condition / repairs	01/01/16	30/04/16		
	FAH403a	Profiling our tenants to understand current and future needs	01/01/16	30/04/16		
	FAH404a	Create a more coherent approach to property management and maintenance in order to assure best value for money	01/12/15	30/06/16		
	FAH405a	Develop and implement policy to support energy	01/01/16	30/04/16		

	efficient housing within the council's stock		
FAH406a	Develop programme for the electrical testing of properties	01/01/16	30/04/16
FAH407a	Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)	01/01/16	30/04/16
FAH408a	Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits	01/01/16	30/04/16
FAH409a	Evaluate the effectiveness of the Jewson supplier contract in preparation for its renewal / replacement, in partnership with neighbouring authorities	01/03/15	31/07/16
FAH410a	Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire's own housing quality standard	01/01/16	31/05/16
FAH411a	Delivery of planned upgrade works to housing stock	01/04/16	31/03/17
FAH412a	Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)	01/01/16	30/04/16
FAH413a	Improve strategic approach to the buying and selling of housing assets ('whole-street' approach), supported by intelligence around need and demand, for the benefit of housing stock	01/02/16	30/06/16
FAH414a	Undertake work to enable identified vacant private sector dwellings to be converted into social housing and temporary accommodation, in partnership with homelessness services	01/09/15	31/03/17
FAH415a	Develop a schedule to enhance our open space / play assets	01/10/15	31/10/18
FAH416a	Acquire sites to enable new social housing developments	01/12/15	30/04/16
FAH417a	Profiling of current Council Housing stock against need and demand with a view to explore opportunities of reclassification (i.e Sheltered to general needs). Working in conjunction with RSL's	01/02/16	30/06/16

	& Housing Strategy		
FAH418a	Review of all IT systems and data recording methods in Housing (Keystone, Coms, spreadsheets etc)	01/01/16	31/03/16
FAH419a	Review of Denbighshire County Council's Right to Buy Scheme and consider suspension	01/01/16	29/02/16
FAH513a	Create an action plan based on the results from the Council Tenant survey	01/08/15	31/10/15
HCD103a	Develop and deliver a Housing Strategy	01/04/14	31/03/16
MSSEWB2013/03	Extra Care - Independent living in a safe and supported environment	15/04/13	
PPP201a	Deliver the Renewal Area projects in Rhyl to improve the conditions of private sector housing and environmental enhancements	01/04/14	31/03/16
PPP203a	Take a pro-active approach to encourage the private sector to bring forward allocated housing sites, to deliver mixed type and range of housing, by producing master plans, planning briefs and SPGs	01/04/14	31/03/15
PPP205a	Ensure as many Affordable Houses as possible are provided through the planning system and other methods of delivery	01/04/14	31/03/16
PPP207a	Improve the behaviour of private sector landlords	01/04/15	31/03/16
SCHSG206a	Service Challenge Actions: Housing: Ensure Service Challenge key actions are taken into account regarding the development of the Local Housing Strategy	04/03/15	31/10/15

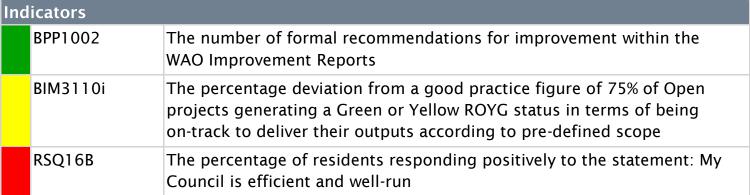
FAH Activities - grey status

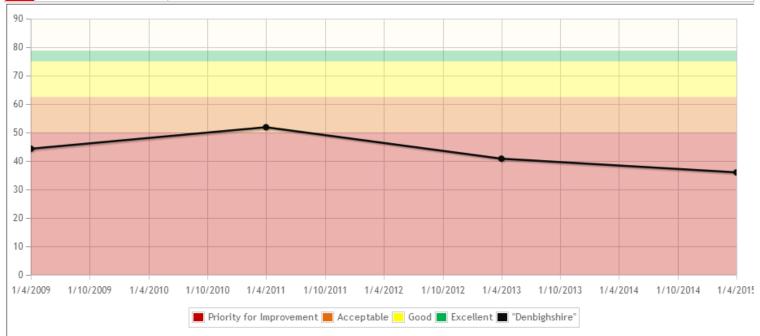
Quarter 3 Key activities above that support this Housing outcome have been reviewed and will be reported from quarter 4 onwards.

PRIORITY - MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

OUTCOME 13 - SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

Outcome Summary The overall status for this Outcome is Orange: Acceptable. Two indicators with a Red: Priority for Improvement status are from the Residents' Survey 2015. Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant. Two measures have generated a Red: Priority for Improvement status. Only 89% of all external stage 1 complaints received by the council were responded to within corporate timescales. Welsh Language Standards – currently on target. Welsh Language Champions have been identified for each Service and first meeting held.

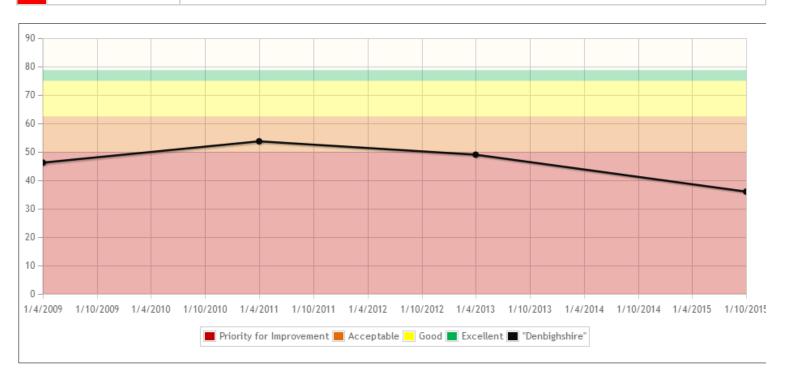




Latest Data Comment		
Quarter 3	Although the reported figures were lower in 2015 than in 2013 the difference was not statistically significant.	
RSO16C	The percentage of residents recognition positively to the statement. My	

The percentage of resid**ers ponding positively to the statement.** My

council acts on the concerns of residents (excluding don't know)



Latest Data Comment

Quarter 3 Reported figures were lower in 2015 than in 2013, with a significant statistical difference.

Ме	Measures					
	BPP1004	The percentage of Outcome Agreement Grant awarded by WG				
	M102m	The percentage of Modernisation projects that were due a post- implementation review this quarter that have been subject to one				
	PCOTDCC	The % of external stage 1 complaints that are responded to within corporate timescales (DCC)				
120						
100						

60 — 40 — 20 — 1/7/2012 1/3/2013 1/7/2013 1/11/2013 1/3/2014 1/7/2014 1/11/2014 1/3/2015 1/7/2015 1/11/2015 1/3/2016

Priority for Improvement Acceptable Good Excellent Penbighshire*

Quarter 3

In quarter 3, only 89% of all external stage 1 complaints received by the council were responded to within corporate timescales. There was one complaint in Education, it was a complex matter involving several officers and exceeded timescale. Three complaints in Highways and Environmental Services exceeded timescale, this brought their overall performance down to 91%. Planning and Public Protection's performance has dropped to 79% in Q3 (23 out of 29 complaints responded within timescale). This is being addressed by the service and we would hope to see an improvement in Q4. Performance against this indicator is automatically reported to and monitored by Scrutiny every quarter.

ROCDCC

The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population

Activities				
	BIM114a	Support Town and Area Champions and Member Area Groups to develop revised Town and Area Plans in collaboration with Partners and Communities in line with the Wellbeing Plan	01/04/15	31/03/16
	EDU119a	Preparing for merger with Children & Family Services	01/04/15	31/03/16
	LDS203a	Establish and operate a Task & Finish sub-scrutiny group to examine the Impact of Budget Cuts on the Corporate Plan and the Council's Performance	01/04/15	31/03/17
	PR000317	Digital Choice - Getting the Customers Ready	21/10/14	01/11/15
	PR000494	Archives & Records Management Transformation	01/09/14	28/02/18
	WLS001	Consider our position in relation to the Welsh Language Standards set by the Welsh Language Commissioner and develop an action plan to deliver them	01/04/15	31/03/17

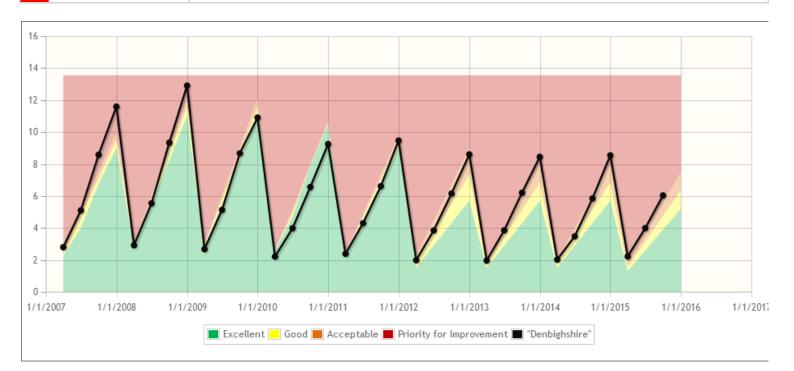
OUTCOME 14 - MORE FLEXIBLE AND EFFECTIVE WORKFORCE SUPPORTED BY COST EFFICIENT INFRASTRUCTURE

Status	ACCEPTABLE
Outcome Summary	The overall status for this Outcome is Orange: Acceptable.
,	Sickness absence remains a priority for improvement at 6.04 in quarter 3. The targets for the reduction in sickness absence are challenging and overall the levels are reducing. It should be noted that the Council has lower sickness absence levels overall than most other local authorities in Wales, despite failing to meet its own lower, more ambitious target at this time.
	Performance appraisal completion increased to 90% as at the end of quarter 3. There have been changes made to how we capture date only and not eligible information in relational decaptures as a state of the system which should

help ensure that the completion rates continue to improve. Heads of service will now receive monthly updates on their figures. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

Indicators

	Staff Survey Q3a - The percentage of staff responding positively to the statement: I have the skills to do my job effectively
•	(Corporate) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence



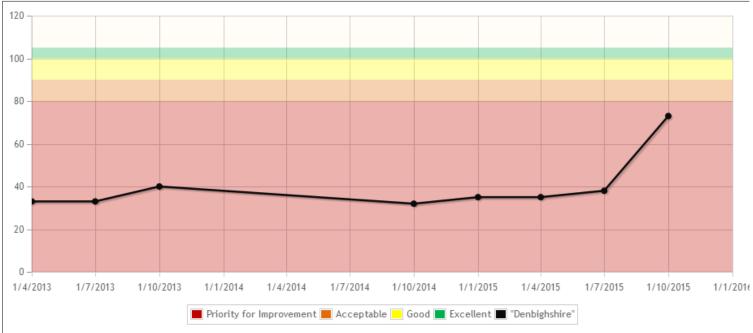
Latest Data Comment

Quarter 3	Corporate sickness absence levels continue to be a priority for improvement
	at 6.04 days. The targets for the reduction in sickness absence are
	challenging, however, overall the levels are reducing.

· ·	The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently
•	The percentage of staff responding positively to the statement: I know what is expected of me

		what is expected of the		
Ме	Measures			
	ABMCORP	The average number of business miles recorded per FTE across all corporate services		
	CES301	The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels		
	FAA101m	Corporate office space occupied by Denbighshire County Council (m2) per FTE		
	FAA110i	Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space Page 100		

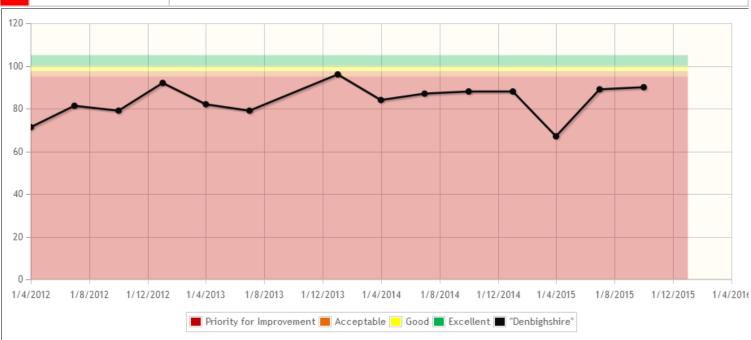
FAA111i	Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools
FAA112i	Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools
ICT106i	The percentage of staff (home based) who have been equipped for agile working



Quarter 3 The percentage of staff (home based) who have been equipped for agile working. There has been a slight delay in progress in Q3 but the project is now back on track.

SHR104i

The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)



Quarter 3	90%, there have been changes made to how we capture date only and not eligible information in relation to appraisals on the system which should help ensure that the completion rates continue to improve. Heads of service will
	·
	now receive monthly updates on their figures. The Senior Leadership Team
	(SLT) are committed to ensuring accurate data capture and that 100% is
	achieved.

Activities				
	FAA302a	Introduce an apprenticeship scheme for the repairs & maintenance section	01/04/15	31/03/16
	PMPDCC	Implement the project: Change Management the Denbighshire Way	01/04/14	31/03/16
	PR000073	Office Accommodation Review		
	PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/17
	PR000251	Centralised Mailroom Project	01/04/15	30/04/17
	PR000304	Outlook Rollout	28/05/14	31/03/16
	PR000309	Windows 2003 Migration		31/12/15
	PR000318	Digital Choice - Getting the council ready	01/10/14	
	PR000344	Flexible Working	01/08/14	31/12/15
	PR003096	Central Invoice Registration Phase 2	01/10/14	31/03/18

Agenda Item 9

Report To: Cabinet

Date of Meeting: 29th March 2016

Lead Member / Officer: Councillor Barbara Smith

Report Author: Catrin Roberts / Andrea Malam

Title: Employment Policies

1. What is the report about?

There are a number of employment policies which have been develop/revised which have been to LJCC and they have been recommended for adoption by Cabinet. The policies are listed below:

- Probationary Period Policy (revised)
- Exit and Leavers Policy (revised)
- Equality Opportunities in Employment Policy (new)
- Social Media Policy (new)
- Psychometric Policy (new)
- Fixed Term Contracts Policy (revised)
- The Standard Policy Statement Document (new)
- Grievance Policy (revised)

2. What is the reason for making this report?

To recommend that Cabinet adopt these policies.

3. What are the Recommendations?

To gain approval for Cabinet to adopt these policies.

4. Report details

Probationary Period Policy

This is a revised policy and now includes timescales, roles and responsibilities.

This policy clarifies the roles and responsibilities with regards to probationary periods, in particular what is expected from a manager in the following the process. The policy is more in-depth and explains what is to happen at each of the 3 stages (3 month, 5month and 6 month review). Template letters have also been created and are also attached to the policy. These templates will ensure consistency and enable managers to inform employees of the relevant information. The policy includes more detailed information with regards to the potential outcomes at the review stages of 3, 5 and 6 months.

Exit and Leavers Policy

This is a revised policy which is more specific with regards to timescales, roles and responsibilities. The policy includes a clear flowchart for the leaver/exit process for an employee. The policy is divided into two sections:

- a) guidance for managers
- b) guidance for employees.

Managers are to continue to complete the leavers form as usual. There is a new exit questionnaire which can be accessed via an online link and also can be accessed on paper for employees who do not have access to a PC. Employees regardless of the reason for leaving are asked to complete a questionnaire.

Employees are also given the option to request an 'Exit Interview' which will take place with their line manager or a suitable alternative person if they so wish. This interview will be to discuss any additional information that the employee feels they did not put in the questionnaire or to talk things through in more detail.

Completion of the exit questionnaire and exit interviews are voluntary but employees should be encouraged to complete them as feedback is important for reviewing the post and to address any concerns etc.

Equal Opportunities in Employment Policy

This is a new policy focusing on employment and equalities only. The policy Includes timescales, roles and responsibilities. It has been agreed with Keith Amos (Equality Officer) that this policy is required and is to be separated from the standard Equality policy/statement that is produced within for corporate equalities.

This policy is concerned with equal opportunities in employment, including recruitment. It will help managers and employees understand their role and includes information on the legal framework and the Equality Act 2010. The policy also highlights all of the protected characteristics in detail and concentrates on the different types of discrimination and how this can be avoided.

Social Media Policy

This is a new policy and was created to outline the requirements for the personal use of social media during work time. This policy identifies the acceptable use of social media and social networking, including clear guidelines for employees and aims to assist managers in terms of managing performance when dealing with matters associated with the use of social media.

This policy also aims to ensure that a fair and consistent approach is applied to all employees, Members and volunteers working on behalf of the council. But most of all, it considers the benefits of using social media as part of day to day work, but also highlights some of the pitfalls that need to be considered throughout day to day business.

Psychometric Policy

This is a new policy to be agreed. Within HR Direct, we have two members of staff who are qualified to carry out psychometric testing. More frequently we are now using numerous psychometric assessments for recruitment purposes to assist in the selection process as an addition to the interview process.

We therefore we need a policy to ensure that potential/existing employees and managers are aware of psychometric testing and how it can be used to assist in the normal recruitment process.

The policy outlines roles and responsibilities, types of psychometric assessments available, the psychometric process and the security/disposal of the documents.

Fixed Term Contracts Policy

This is a revised policy and includes timescales, roles and responsibilities.

This policy has been updated and clarifies the whole process in a more structured way. Managers will now be clear on ending a fixed term contract, extending a fixed term contract or when making this role permanent. The policy also highlights that employees will become permanent after 4 years of successive fixed term contracts.

This amended policy includes a new element in that when a fixed term contract comes to an end, it is effectively a dismissal and therefore a procedure must be followed. Effectively the dismissal will be due to one of the two reasons below:

- a. Redundancy (where the requirement for the work to be undertaken has diminished or ceased). Examples of this may include an employee who is recruited on a fixed term contract to complete a specific project or task with an end date. An employee who has more than 2 years continuous service may be entitled to a redundancy payment.
- b. SOSR (some other substantial reason) where the requirement of the work undertaken has not reduced and the substantive post holder has returned to work or a permanent employee is recruited. Examples include employees recruited to cover maternity leave until the post holder returns to work or where someone is on long term sickness and the person is recruited on a fixed term basis to cover the period of sickness. The employee will not normally be entitled to a redundancy payment at the end of the contract but may be entitled to a loss of office payment if they have the qualifying service.

Standard Policy Document

The standard policy statement was created as an overarching document for all HR policies. Rather than duplicating the same information in each policy it was suggested that a document be created which covers all aspects of a policy, including legislation, definitions and standard processes which cover all policies.

Grievance Policy

The policy has been revised to include the standard paragraphs with regards to what happens if the grievance process is interrupted or raising an issues with regards to redundancy or disciplinary. The standard paragraphs will be put in the redundancy and Disciplinary policy also.

The policy also has been amended to make the informal and formal processes very clear in that informal processes will be encouraged in the first instance and a process is to be followed with regards to the outcomes. If the informal process does not prove satisfactory for the individual or they do not want to take this down the informal route, the formal option is to be followed.

Please refer to policies contained within the appendix. Please note that amendments to policies have not been highlighted as they have been reformatted into the new smart document and therefore any changes have been noted above.

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

All of the above policies will assist the Corporate Priorities by helping to modernise the council by ensuring that managers and employees are aware of their obligations in line with legislation and good practice.

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

Additional resources are not required, therefore there won't be any costs attached to implementing these policies. There will be no particular impact on a particular department. The policies will apply to all staff (where stated).

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

Please find the EQiA attached. There are no fundamental issues highlighted with the EQiA's.

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

The policies have all been to Corporate Joint Meeting on Thursday 17th September and Wednesday 4th November for comments and have been emailed to CJM for feedback from the members of CJM who did not attend those meetings and so all members have been given an opportunity to feedback.

The policies have been recommended for Cabinet on 10th February although that particular LJCC was not quorate.

At LJCC, it was noted that, subject to the Psychometric Testing Policy including reference to written results being made available on request, no further amendments were requested to the employment policies detailed within the report. These amendments have been completed.

9. Chief Finance Officer Statement

Not applicable.

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

The risks are only associated with not implementing the attached policies. The current versions of the policies are very out of date and new process and procedures require a policy/procedure to ensure they are being applied correctly and consistently.

11. Power to make the Decision

Not applicable







PROBATIONARY POLICY & PROCEDURE

This document is subject to the policy statement included in the Employee Handbook

This document is subject to the standard policy statements

This policy has an appeals process applied to it

To view FAQs click here

Page

To provide feedback on this document please click here

Date agreed &	
Implemented:	
Agreed by:	Full Council
D. 1. 1.1.	
Review date:	
Frequency:	Annual

Ver	Status	Date	Reason for Change	Authorised
1.0	Agreed		New policy	Full Council

Timescales

Roles and Responsibilities

Introduction and key points

Probationary procedure

1. TIMESCALES

3 month probationary period review meeting to take place.	3 months
5 month probationary period review meeting to take place.	5 months
6 month probationary period review to take place. Confirmation of successfully completing probationary period.	6 months
Extension of probationary period if applicable.	1 – 3 months only. Total probationary period must not exceed 9 months.
Notice periods within the probationary period.	One weeks' notice by either party.

2. ROLES AND RESPONSIBILITIES

Directors and Heads of Service

Ensuring effective implementation and awareness of the procedure

Managers

- Establishing the standards of performance consistent with the requirements of the position, in line with the job description
- Explaining the expected standard of performance, managing the probation period and ensuring that review dates are set and that the employee receives regular feedback on performance.
- Communicating the required standards, responsibilities and objectives to the new staff member
- Ensuring the new employee is inducted locally
- Providing training and guidance as necessary
- Monitoring the performance of the employee

HR Direct

- Reviewing the policy.
- Responsible for advising and supporting managers in the application of this policy.
- Providing HR advice on the probation period for both line managers and the new employee
- Issuing probation review reminders to line managers
- Advising on cases of unsatisfactory performance/progress and, where appropriate, supporting line managers during formal meetings to address serious cases.
- Confirming in writing the outcome of the probation period following an extension of /or difficulties during the probation period

Employees

- Demonstrating the standards expected by the County Council for performance, conduct, timekeeping, sickness absence and attendance and to raise any difficulties with the line manager.
- Demonstrating their suitability for the post for which they are appointed
- Participating as required in their induction
- Meeting any reasonable objectives within deadlines set
- Identifying to their line manager at the earliest opportunity any difficulties they are experiencing

 Raising with their line manager any training, development or support which they believe to be necessary in order for them to fulfil the requirements of the role

3. Introduction and key points

This policy outlines the procedure for managing probationary periods.

All new employees to Local Government are subject to a six month probationary period before their appointment is confirmed. The probationary period may be ended earlier or extended following discussion with the manager and the employee concerned.

A probationary period enables the council to assess an employee's suitability for the role they have applied for and been appointed to and for the employee to demonstrate what is expected of them.

This policy and procedure will apply to:

- The Probationary Policy and Procedure applies to all new council employees (except those that have completed the full six month probation period with a relevant body, that is a body listed under the Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999) employed under the provisions of the following negotiating bodies as amended locally;
- Employees on temporary contracts of 6 months or longer will be required to complete the full probation period. Where an
 employee is on a temporary contract of less than six months the probation period will span the whole of the employment. If
 the temporary contract were to be extended, the probation period would continue until six month's service was complete.

It does not apply to:

- Teachers who have their own nationally agreed scheme,
- Staff in Locally Managed Schools, where separate arrangements will apply.
- Employees who are already with the council but who move into new posts.

Length of probation

The standard probationary period is 6 months for both full and part-time employees.

Disabled employees

Where reasonable adjustments need to be made for disabled employees, a probationary period cannot meaningfully begin until the adjustments are in place.

Notice periods during probation

During the probationary period the council need give only one week's notice for the termination of a contract of employment. If an employee wishes to leave the council during their probationary period the notice period is also one week.

Change in post

In cases where an employee changes posts within their probationary period, any outstanding time will transfer to the new appointment.

Maternity leave

If an employee commences their maternity leave within their probationary period, the probationary period will be deferred and any outstanding time will re-commence upon their return from maternity leave.

Sickness absence

Where an employee is absent for a substantial part of their probationary period due to sickness, the line manager may consider recommending extending the probation period for up to 3 months. This will enable the employee's actual work performance in the job to be assessed over a reasonable length of time. This will need to be communicated in writing to the employee and a record kept on file.

4. The probationary period procedure

Probationary employees will be assessed by their manager at 3 months and 5 months service. If successful, at the 6 month stage (or after extension end date) the employee will attend a final meeting and receive formal notification that they have completed their probationary period.

First probationary review meeting at 3 months

The purpose of the three month review meeting is to discuss the employee's performance in accordance with the contents of the <u>Probationary Period Assessment Form – 3 months</u>. In normal circumstances, it is sufficient to invite the employee to the review meeting either verbally or via email.

The employee and manager should discuss the employee's performance in relation to the contents of the <u>Probationary Period Assessment Form – 3 months</u> and record the outcome on that form accordingly.

Where there are concerns regarding any aspect of performance, conduct, timekeeping, sickness absence or attendance, the line manager must:

- Discuss the areas of performance that need improvement.
- Explain the standards required.
- Devise an improvement plan which sets objectives and targets and identifies any additional support, training or guidance needed in order to review progress in readiness for the next formal review meeting.
- Set the final probationary review meeting for 5 months.
- Advise the employee that failure to meet the required standards may result in termination of employment.

If there is a serious cause for concern, a formal warning of the consequences of continued unsatisfactory performance may be given. In such circumstances, the employee has the right to be accompanied by a trade union representative or colleague. Thereafter, progress should be monitored closely.

The line manager must send a copy of the 3 month review form and any relevant paperwork to HR Direct.

Second probationary review meeting at 5 months

The purpose of the second probationary review meeting is to review performance, conduct, timekeeping, sickness absence and attendance and constructive feedback should be given to the employee highlighting both achievements and any areas where they are falling short. Examples must always be provided.

In normal circumstances, it is sufficient to invite the employee to the review meeting either verbally or via email.

The possible outcomes at the end of the 5 month probationary review meeting are as follows:

- 1. **Satisfactory performance** If standards/performance is satisfactory at the 5 month meeting, the appointment will be confirmed at the 6 month stage (subject to continued satisfactory performance up to the 6 month stage). A 6 month probationary review meeting must take place to confirm this.
- 2. **Extend the probationary period beyond 6 months** If the 3 month probationary review was satisfactory and there is a now a cause for concern, or where there were concerns at the 3 month stage and the manager wishes to extend once again, the manager should write to the employee inviting him/her to a meeting. The letter should clearly state the topic areas that the manager wishes to discuss and state any specific issues that the manager might have.

Where there are concerns regarding any aspect of performance, conduct, timekeeping, sickness absence or attendance, the line manager must:

- Discuss the areas of performance that need improvement.
- Explain the standards required.
- Devise an improvement plan which sets objectives and targets and identifies any additional support, training or guidance needed in order to review progress in readiness for the next formal review meeting.
- Set the final probationary review meeting.
- Advise the employee that failure to meet the required standards may result in termination of employment.

If there is a serious cause for concern, a formal warning of the consequences of continued unsatisfactory performance may be given.

The outcome of this meeting must be confirmed in writing and a copy given HR Direct. See section below on extending the probationary period.

3. **Early termination of the employee** - If concerns were raised in the three month probationary review meeting: a formal warning was issued; or the outcome of the meeting may potentially be to terminate the employee, the manager should write to the employee inviting him/her to a meeting and ensure that the employee is given the right to be represented by their trade union representative or a colleague.

The letter should clearly state the topic areas that the manager wishes to discuss and state any specific issues that the manager might have. If concerns were raised at the first probationary review meeting, or a formal warning was issued, the letter should refer to these. If there are any new concerns these should also be included in the letter as areas to be discussed.

If the employee has not achieved satisfactory standards despite being given the appropriate support, the appointment will not be confirmed and the employee's contract will be terminated subject to one week's notice. This should be confirmed in writing and the employee must be given the opportunity to appeal.

In each case, details of the discussion should be recorded on the <u>Probationary Period Assessment Form – 5 months</u> signed by both the manager and the employee at the meeting. A copy must be given to the employee and sent to HR Direct.

Final probationary review meeting at 6 months (or at the end of the probationary extension)

In normal circumstances, it is sufficient to invite the employee to the review meeting either verbally or via email. The possible outcomes at the end of the 6 month probationary review meeting (or at the end of the extension period) are as follows:

- 1. **Confirm successful completion of the probationary period -** At the end of the six months probationary period (or extension period), it is important that the manager confirms the successful completion of the probationary period at this meeting and confirms in writing. A copy must be sent to HR Direct. It should not be allowed to pass on the assumption that the new employees know they have met the required standard because no action has been taken against them.
- 2. **Extend the probationary period** If the 5 month probationary review was satisfactory and there is a now a cause for concern, or where there were concerns at the 3 and/or 5 month stage and the manager wishes to extend once again, the manager should write to the employee inviting him/her to a meeting. The letter should clearly state the topic areas that the manager wishes to discuss and state any specific issues that the manager might have.

Where there are concerns regarding any aspect of performance, conduct, timekeeping, sickness absence or attendance, the line manager must:

Discuss the areas of performance that need improvement.

- Explain the standards required.
- Devise an improvement plan which sets objectives and targets and identifies any additional support, training or guidance needed in order to review progress in readiness for the next formal review meeting.
- Set the final probationary extension review meeting.
- Advise the employee that failure to meet the required standards may result in termination of employment.

If there is a serious cause for concern, a formal warning of the consequences of continued unsatisfactory performance may be given.

The outcome of this meeting must be confirmed in writing and a copy given HR Direct. See section below on extending the probationary period.

3. **Early termination of the employee -** If there is a cause for concern; concerns were raised in the 3 month and/or 5 month probationary review meeting (and still remain after the extension if applicable): a formal warning was issued; the manager should write to the employee inviting him/her to a meeting and ensure that the employee is given the right to be represented by their trade union representative or a colleague.

The letter should clearly state the topic areas that the manager wishes to discuss and state any specific issues that the manager might have. If concerns were raised at the 3 month and/or 5 month probationary review meeting, or a formal warning was issued or extension given, the letter should refer to these. If there are any new concerns these should also be included in the letter as areas to be discussed.

At the meeting (after a discussion has taken place) if the employee has not achieved satisfactory standards despite the appropriate support (and being given an extension if applicable), the appointment will not be confirmed and the employee's contract will be terminated subject to one week's notice. This should be confirmed in writing and the employee must be given the opportunity to appeal. A copy of this letter must be sent to HR Direct along with a completed Leavers Form.

In each case, details of the discussion should be recorded on the <u>Probationary Period Assessment Form – 6 months</u> signed by both the manager and the employee at the meeting. A copy must be given to the employee and sent to HR Direct.

Extending the probationary period

In some circumstances in may be necessary to extend the probation period beyond the 6 month period. These circumstances include:

- It has not been possible to fully assess performance due to the employee's sickness or other authorised absence.
- There have been concerns regarding performance but the manager has evidence to suggest that performance is likely to improve with an extension to the probation period.

Probationary periods can be extended or a period of 1, 2 or 3 months beyond the six month period, but under no circumstances must the total probationary period extend beyond 9 months in total.

Where an employee is absent for a substantial part of their probationary period, for example, due to sickness, the line manager may consider recommending extending the probation period for up to 3 months. This will enable the employee's actual work performance in the job to be assessed over a reasonable length of time. Each case should be considered on its merits where the length of absence is extensive during the probationary period, as this may lead to a potentially difficult situation in assessing and reporting on the employee.

In circumstances where the probationary period is extended the employee must be advised in writing of the extension and that if performance fails to meet the required standard at the end of this period, their employment will be terminated. This discussion must take place at the probationary review meeting and must be confirmed in writing.

Appeals against dismissal

Probationary employees who have been dismissed for unsatisfactory progress will have the right of appeal against their dismissal. The appeal must be lodged in writing to Catrin Roberts, HR Services Manager, HR Direct, Wynnstay Road, Ruthin, LL15 1YN within 10 working days of receiving written notification of the dismissal. Please refer to the Corporate Appeals Policy for further information.

5. Frequently Asked Questions (FAQs)

Do I have to wait until the end of a probationary period before dismissing an unsatisfactory employee?

No. The probationary period enables the employer to monitor and appraise the employee in the initial stages of their employment and ensures the required standards of conduct and performance are being reached.

If the probationer turns out to be unsatisfactory during the probationary period, steps can be taken to dismiss before the probationary period ends.

If at the end of the 5 month review or at the end of the 6 month probationary period an employee's performance is still not satisfactory, should I extend it?

It depends on the circumstances. Is additional time likely to bring about an improvement in performance? Is it fair to extend it? For example, has the employee missed some of the probationary period through sickness or some other valid reason, or is their performance lacking in one specific area that could be addressed and improved within the extension?

If an employee's performance has been generally poor all round or is unlikely to become satisfactory there is little point in extending the probationary period.

If I decide to dismiss the probationary employee do we have to follow any dismissal procedure?

Dismissal during or at the end of a probationary period is not different to any other dismissal and employers should follow a fair dismissal procedure based on the Acas Code of Practice. The basic steps are:

- The employer sets out in writing the reasons why dismissal is being considered. The employee is given a copy and this letter will also ask them to attend a meeting to discuss the matter. They will have the right to be accompanied by their trade union representative or a work colleague.
- The meeting will take place, the employee can state their case and a decision will be made.
- The employee is then entitled to appeal against the decision and if so, an appeal hearing takes place.

If we as an organisation have neglected to observe the six-month deadline for the final probationary review and a further month has elapsed with no reference to it, can we still dismiss the employee or are they by default confirmed in post?

An employer at any stage can take action for poor performance. This action may lead to a dismissal and an employee needs at least two years' service to bring a claim of unfair dismissal. The failure to properly manage a probationary period could be a breach of contract, but if the dismissal was contractually fair there could be no claim because there would be no loss. The only other recourse the employee would have would be to bring a claim that does not require a period of qualifying service, such as unlawful discrimination.



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PROBATIONARY EMPLOYEE ASSESSMENT FORM - 3 MONTHS

To be completed at 3 months after the start of employment.

Name of employee:	Date commenced:
Job title:	Manager name:
Date of 3 month review:	Date of 5 month review:
Date of 6 month final review:	

Guidance Notes

- 1. Complete all sections in full.
- 2. This contents of this report must be discussed in full with the employee.
- 3. Your comments must be objective and based on fact.
- 4. Once completed a copy of this form should be sent to HR Direct to be filed on the employee's Personal File.
- 5. The date of the next reviews should be agreed at the meeting.
- 6. A copy of this form should be retained by you to refer to at the next review.

Performance Area	Good	Acceptable	Unacceptable	Comments
Attendance				
Punctuality				
Appearance				
Ability to work without supervision				
Accuracy				
Reliability				
Speed of working				
Communication - verbal				
Communication - written				
Relationship with colleagues				
Relationship with public/clients				
Effectiveness as manager/supervisor				

Assess the employee's performance in relation to the duties for the post (use the job description & person specification to compare):		
Give details of the employee's approach to their their relationships within the work setting and wi		
Give details of timekeeping, attendance and sich	kness:	
Give details of training already undertaken:		
What further learning & development needs hav	e been identified? Give full details:	
Please make any further comments:		
Employee comments:		
Lieu the employee met estisfactam estaral and a st	the 2 month review 2	
Has the employee met satisfactory standards at		
Employee Signature:	Date:	
Manager Signature:	Date:	



Strictly Confidential

PROBATIONARY EMPLOYEE ASSESSMENT FORM – 5 MONTHS

To be completed at 5 months after the start of employment. Using the 3 month probationary form for reference, this section gives you the opportunity to assess the comments you made at the last assessment.

Name of employee:	Date commenced:
Job title:	Manager name:
Date of 5 month review:	Date of 6 month final review:

Guidance Notes

- 1. Complete all sections in full.
- 2. This contents of this report must be discussed in full with the employee.
- 3. Your comments must be objective and based on fact.
- 4. Once completed a copy of this form should be sent to HR Direct to be filed on the employee's Personal File.
- 5. A copy of this form should be retained by you to refer to at the next review.

Performance Area	Good	Acceptable	Unacceptable	Comments
Attendance				
Punctuality				
Appearance				
Ability to work without supervision				
Accuracy				
Reliability				
Speed of working				
Communication - verbal				
Communication - written				
Relationship with colleagues				
Relationship with public/clients				
Effectiveness as manager/supervisor				

Assess the employee's performance in relation to description & person specification to compare):	to the duties for the post (use the job
Give details of the employee's approach to their their relationships within the work setting and wi	
Give details of timekeeping, attendance and sick	kness:
Give details of training already undertaken:	
What further learning & development needs hav	e been identified? Give full details:
Please make any further comments	
Employee comments:	
Has the employee met satisfactory standards at If no then please follow process for early terminate	_
Is the probationary period to be extended? Ye	es 🗌 If so for what period?
Employee Signature:	Date:
Manager Signature:	Date:



Strictly Confidential

PROBATIONARY EMPLOYEE ASSESSMENT FORM - 6 MONTHS

To be completed at 6 months after the start of employment. Using the 3 and 5 month probationary form for reference, this section gives you the opportunity to assess the comments you made at the previous assessments.

Name of employee:	Date commenced:
Job title:	Manager name:
Date of 6 month final review:	

Guidance Notes

- 1. Complete all sections in full.
- 2. This contents of this report must be discussed in full with the employee.
- 3. Your comments must be objective and based on fact.
- 4. Once completed a copy of this form should be sent to HR Direct to be filed on the employee's Personal File.

Performance Area	Good	Acceptable	Unacceptable	Comments
Attendance				
Punctuality				
Appearance				
Ability to work without supervision				
Accuracy				
Reliability				
Speed of working				
Communication - verbal				
Communication - written				
Relationship with colleagues				
Relationship with public/clients				
Effectiveness as manager/supervisor				

Assess the employee's performance in relation description & person specification to compare):	to the duties for the post (use the job	
Give details of the employee's approach to their their relationships within the work setting and w		
Give details of timekeeping, attendance and sich	kness:	
Give details of training already undertaken:		
What further learning & development needs have	re been identified? Give full details:	
Please make any further comments		
Employee comments:		
Has the employee met satisfactory standards at the 6 month review? Yes No life no then please follow process for early termination during probationary period. If yes then please confirm the successful completion of the probationary period in writing.		
Is the probationary period to be extended? Yes	If so for what period?	
Employee Signature:	Date:	
Manager Signature:	Date:	

Dear

Re: Three month probationary review meeting invitation

On behalf of the council, I would like to welcome you to the team.

As I explained in your contract of employment, the first 6 months with the council are your probation period. The purpose of a probationary period is to give the council the opportunity to assess a new employee's suitability in the role they have been appointed to and for the employee to demonstrate their ability to effectively perform their duties and demonstrate the standard of performance, conduct, timekeeping, sickness absence and attendance that we expect.

During your probation period we will meet at 3 months and 5 months to formally review your progress against the requirements of your job and also your conduct, timekeeping, sickness absence and attendance.

Any training and support required will be in place to assist you in reaching the required standard and our review meetings will provide an opportunity to identify any further training or support you may need.

Our first three month probationary review meeting will be held on [insert date, time, location]. If there is any further help or assistance either I or the council can provide in the meantime, please let me know.

Yours sincerely

*3 Month Satisfactory Progress - please delete

Dear

Re: Three month probationary review meeting outcome

I am writing to confirm the discussions of your three month probationary review meeting held on [insert date, location].

At our meeting I advised you that you had achieved the standards I expect you to have reached in performing the duties of your role and for your conduct, timekeeping, sickness absence and attendance.

I am very pleased with your progress to date; however, I do expect you to maintain this standard of performance throughout the remainder of your probationary period.

We will meet for a five month probationary review meeting on [date, time, and location].

Congratulations on progress so far and please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

*3 Months Unsatisfactory Progress - please delete

Dear

Re: Three month probationary review meeting outcome

I am writing to confirm the discussions of your three month probationary review meeting held on [date, location].

I explained to you at our meeting that your (performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate) is unsatisfactory and that I have the following concerns:

• (list areas of concern with specific examples and how this falls short)

We discussed the level of *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* I expect you to reach and in order to support you to meet the required level, we have agreed the following:

• (list specific actions agree, e.g. training, extra supervision, what the employee needs to do, how and when you are going to measure performance)

I am enclosing the action plan to be put in place in order to support you in meeting these expectations.

I am satisfied that having discussed these concerns with you, explained the standards required and having an agreed action plan in place, you have the framework and support to help you achieve the required level of (performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate). However I must remind you that failure to meet the expected standards by our next formal meeting may result in an extension to your probationary period or dismissal.

We have agreed to meet to review progress (at, date, location), however, if there is any further help or assistance either I or the council can provide during this time, you must let me know.

Yours sincerely

Dear

Re: Five month probationary review meeting invitation

In line with the council's Probationary Procedure I am writing to invite you to a five month probationary review meeting to be held [date, time, location]. [*insert this sentence if the outcome is to result in dismissal - Please note that you have the right to be accompanied by a Trade Union Representative or a work colleague at this meeting].

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

*Satisfactory at 5 months - please delete

Dear

Re: Five month probationary review meeting outcome - Satisfactory

I am writing to confirm the discussions of your five month probationary review meeting held on [date, location].

At our meeting I was delighted to advise you that you had attained the standard required in your role at the five month stage. Subject to continued satisfactory performance, we will need to arrange a final meeting to confirm your six month probationary period. This will take place on [time, date].

Yours sincerely

*Extension to probationary period at 5 months required – please delete

Dear

Re: Five month probationary review meeting outcome - Extension

I am writing to confirm the discussions of your five month probationary review meeting held on [date, location].

At our meeting I advised you that it is a requirement of the council's Probationary Policy that employees meet a satisfactory level of *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* in their role. At the present time you are not meeting the level required in *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* and as a result of this shortfall I am unable to confirm you in your post.

I believe that with some additional training/support you will achieve these standards in the near future. I have therefore decided to extend your probation period (time period - up to three months). I will meet with you at the end of the extension period to review progress. If your (performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate) is acceptable you will be confirmed in your post. If progress is not acceptable, then the potential outcome could be dismissal.

Please do not hesitate to contact me if you have any queries regarding the contents of this letter and if there is any further help or assistance either I or the council can provide in the meantime, please let me know.

Yours sincerely

*Dismissal after 5 month probationary period – please delete

Dear

Re: Five month probationary review meeting outcome

I am writing to confirm the outcome of your five month probationary review meeting held on [date] which I chaired. Also present was [name] your representative and [name], HR Specialist.

The purpose of the meeting was to discuss your failure to meet the standards necessary to satisfactorily complete your probationary period.

(outline specific concerns and support provided)

Having considered the evidence provided at the meeting, I decided that you have been given full opportunity to reach the required level of performance and have failed to do so. My decision is therefore that you are dismissed.

In line with the council's Probationary Procedure, you are issued with one week's notice from the date of the meeting and therefore your employment with Denbighshire County Council will end on [date].

You have the right of appeal against the decision and you should do this by writing to Catrin Roberts, HR Services Manager, HR Direct, Wynnstay Road, Ruthin, Denbighshire, LL15 1YN within 10 days of the date of this letter.

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

Dear

Re: Six month probationary review meeting invitation

In line with the council's Probationary Procedure I am writing to invite you to a six month probationary review meeting to be held [date, time, location]. [*only insert this sentence if the meeting is likely to end in dismissal - Please note that you have the right to be accompanied by a Trade Union Representative or a work colleague at this meeting].

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

*Successful completion of 6 month probationary period – please delete

Dear

Re: Six month probationary period review meeting outcome - Successful completion

I am writing to confirm the discussions of our final formal probation review meeting held on *(date, location)*.

At our meeting I was delighted to advise you that you had attained the standard required in your role. You have therefore satisfactorily completed your six month probation period.

Your performance will now be discussed and monitored as part of regular 1:1s and supervisions in addition to the appraisal processes.

Congratulations once again.

*Extension to probationary period at 6 months required – please delete

Dear

Re: Six month probationary review meeting outcome - Extension

I am writing to confirm the discussions of your six month probationary review meeting held on [date, location].

At our meeting I advised you that it is a requirement of the council's Probationary Policy that employees meet a satisfactory level of (performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate) in their role. At the present time you are not meeting the level required in (performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate) and as a result of this shortfall I am unable to confirm you in your post.

I believe that with some additional training/support you will achieve these standards in the near future. I have therefore decided to extend your probation period (time period - up to three months). I will meet with you at the end of the extension period to review progress. If your (performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate) is acceptable you will be confirmed in your post. If progress is not acceptable, then the potential outcome could be dismissal.

Please do not hesitate to contact me if you have any queries regarding the contents of this letter and if there is any further help or assistance either I or the council can provide in the meantime, please let me know.

Yours sincerely

*Dismissal after 6 month probationary period – please delete

Dear

Re: Six month probationary review meeting outcome

I am writing to confirm the outcome of your six month probationary review meeting held on [date] which I chaired. Also present was [name] your representative and [name], HR Specialist.

The purpose of the meeting was to discuss your failure to meet the standards necessary to satisfactorily complete your probationary period.

(outline specific concerns and support provided)

Having considered the evidence provided at the meeting, I decided that you have been given full opportunity to reach the required level of performance and have failed to do so. My decision is therefore that you are dismissed.

In line with the council's Probationary Procedure, you are issued with one week's notice from the date of the meeting and therefore your employment with Denbighshire County Council will end on [date].

You have the right of appeal against the decision and you should do this by writing to Catrin Roberts, HR Services Manager, HR Direct, Wynnstay Road, Ruthin, Denbighshire, LL15 1YN within 10 days of the date of this letter.

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

*Extended probationary review meeting invitation – please delete

Dear

Re: Extended probationary review meeting invitation

In line with the council's Probationary Procedure I am writing to invite you to an extended probationary review meeting to be held [date, time, location]. [*only insert this sentence if the end result is likely to be dismissal - Please note that you have the right to be accompanied by a Trade Union Representative or a work colleague at this meeting].

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

*Successful outcome after extension of probationary review- please delete

Dear

Re: Extension of probationary review outcome - Successful completion

I am writing to confirm the outcome of your extended probationary period.

I can confirm that your *(performance/conduct/timekeeping/ sickness absence/attendance delete as appropriate)* in your role meets the standards expected by the council at this stage in your employment and you will be confirmed in role.

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely

*Dismissal after extension of probationary review – please delete

Dear

Re: Extension of probationary review outcome

I am writing to confirm the outcome of your extended probationary review meeting held on [date] which I chaired. Also present was [name] your representative and [name], HR Specialist.

The purpose of the meeting was to discuss your failure to meet the standards necessary to satisfactorily complete your probation period.

(outline specific concerns and support provided)

Having considered the evidence provided at the meeting, I decided that you have been given full opportunity to reach the required level of performance and have failed to do so. My decision is therefore that you are dismissed.

In line with the council's Probationary Procedure, you are issued with one week's notice from the date of the meeting and therefore your employment with Denbighshire County Council will end on [date].

You have the right of appeal against the decision and you should do this by writing to Catrin Roberts, HR Services Manager, HR Direct, Wynnstay Road, Ruthin, Denbighshire, LL15 1YN within 10 days of the date of this letter.

Please do not hesitate to contact me if you have any queries about the contents of this letter.

Yours sincerely



Probationary Period Policy 18th January 2016

Equality Impact Assessment

Probationary Period Policy

Contact: Andrea Malam, HR Direct

Updated: 18th January 2016

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

Revised policy

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?

This is a revised policy to clearly outline the six month probationary procedure for new employees to local government. The procedure enables the new employee to have the opportunity to become familiar with their main duties of their post and allow them to demonstrate the standard of performance, attendance and behaviour expected of them. It outlines a process where managers are able to effectively manage probationary process and if the employees performance is unsatisfactory, the manager is able to terminate fairly. The employee will have the opportunity to appeal at the relevant stages.

A formal process which is clearly defined will help managers put the necessary support in place with regular review meetings, which will allow the employee the opportunity to meet the required standards and any areas will be recognised or dealt with at an early stage.

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

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

Yes

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)

An assessment of the protected characteristics and the effects of this policy on those protected characteristics has been undertaken. The policy

now includes a section on reasonable adjustments for disabled employees and delaying the probationary process until these adjustments are in place. The policy also includes clarification on deferring the probationary period for employees who commence maternity leave during their probationary period in order to give them a fair opportunity to complete their probationary period.

The policy has been through the normal consultation process with CJM and the recognised trade unions.

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)

The policy will provide a positive impact on all of the protected characteristics as there will be a consistent and fair approach in dealing with probationary periods across the council. The policy now includes clarification on:

Employees who go on maternity leave during a probationary period will have their probationary period deferred until they return to work. This will allow employees a fair opportunity to be able to complete a full 6 month period.

Disabled employees who require reasonable adjustments must not commence their probationary period until all of the adjustments are in place in order to make it a fair process.

Employees who are absent due to sickness are able to have their probationary period deferred for up to 3 months.

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)?

A potential negative impact could be on disabled employees who are not able to attain the required standard during their 6 month probationary period. Managers may need to extend their probationary periods to allow them an opportunity to successfully complete their probationary period and if applicable put in any reasonable adjustments.

Overall with the monitoring of statistical data on the above and regular reviews of the policy, I do not believe that this policy has a negative impact on the protected characteristics.

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

Careful consideration has been given to all protected
characteristics and the policy will be reviewed on a
regular basis to ensure that no negative impact has an
adverse effect.

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

No		
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Action(s)	Owner	By when?
Review disabled employee probationary periods and statistics	Andrea Malam	18.01.2017

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: 18.01.2017

Name of Lead Officer for Equality Impact Assessment	Date
Andrea Malam	18.01.16





LEAVERS & EXIT INTERVIEW PROCEDURE

This document is subject to the policy statement included in the Employee Handbook

This document is subject to the standard policy statements

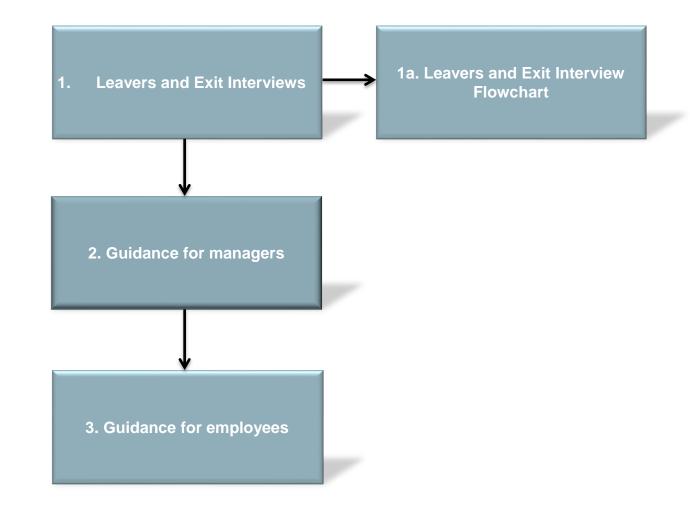
Towiew FAQs click here

To provide feedback on this document please click here

14/

Date agreed &	
Implemented:	
Agreed by:	Full Council
Review date:	
Frequency:	

Ver	Status	Date	Reason for Change	Authorised
1.0				Full Council



TIMESCALES

Notice Periods for Leaving	Various – see section one below
Manager to send Leavers Form and Original Resignation Letter to HR Direct	Immediately – documents must be received into HR Direct by 1 st of the month that the employee is leaving.

ROLES AND RESPONSIBILITIES

HEADS OF SERVICE

- Ensuring the policy is followed and implemented.
- Review numbers and percentages completed for their service from workforce planning data.

MANAGERS

- Complete <u>Leaver Form</u> and send to HR Direct promptly along with a resignation letter if applicable.
- Ensure that the <u>Leaver Checklist</u> is completed before the employee leaves the post.
- Ensure that employees leaving the council or transferring to a different post in the council are aware of this policy and encourage them to complete an <u>Exit Questionnaire (on-line)</u>
- Issue a paper version of the <u>Exit Questionnaire (paper version)</u> to the employee if requested prior to their leaving or transferring.
- Meet with the employee to make appropriate arrangements for the person to disengage from the post complete leavers checklist.
- Hold an exit interview if requested by the employee.

HR DIRECT

- Reviewing and revising the policy.
- Update Trent upon receipt of leaver form.
- Contact the employee leaving or transferring, asking them to complete an on-line exit questionnaire. Alternatively, issue a
 paper version of the exit questionnaire to the employee as necessary.
- Hold an exit interview if requested by the employee.
- Consider the content of exit questionnaires/exit interviews and contact the employee if a full discussion is required.
- Take appropriate action in relation to exit questionnaire/exit interview findings.
- Produce statistical analysis on a quarterly basis for Business Partners.

1. Leavers and Exit Interview Process

Introduction

This procedure highlights the process which is to be followed prior to employee leaving their current post or the council. This procedure is to accompany the <u>Leaver Checklist</u> in order for line managers to deal with leaving arrangement effectively.

Resignation from the employee

An employee must give their resignation in writing with the appropriate notice period, including their intended last day of service to their line manager.

Notice Periods

During 6 months probationary period	1 week
Up to Salary Grade 8	1 month
Grade 9 to Grade 11	2 months
Grade 12 to Grade 14	3 months

In addition, where there is a recognised skills shortage, the notice period for such posts will be a minimum of two months. Any employee in receipt of a market supplement will be subject to a minimum of two months' notice.

Confirming an employee's last day of service

As soon as the letter of resignation is received, the line manager must complete the <u>Leavers Form</u>, attaching the resignation letter and send this onto HR Direct promptly.

There may be occasions where an employee wishes to leave employment earlier than their contractual notice period for example an employee is required to give two months' notice but wants to leave within 5 weeks. In these circumstances it will be at the line managers discretion as to whether this is permitted, taking into consideration the needs of the service and the length of time it will take to recruit a replacement if applicable etc.

Completing the Leavers Checklist - line managers responsibility

The <u>Leavers Checklist</u> must be completed by the line manager and prior to the employee leaving the Council and sent to HR Direct.

- Annual leave if the employee has outstanding annual leave then a discussion must take place as to how the annual leave can be taken before the employee leaves the council. Payment in lieu of leave will only be paid in exceptional circumstances where the employee is unable to take all of the leave before their leaving date, for example, due to the pressure of work or operational reasons which have been discussed and agreed. The manager will need to ensure that any leave to be paid on departure is noted on the <u>Leavers Form</u>.
- Payroll line managers must complete the Leaver Form as soon as possible (attaching the resignation letter) and send to HR Direct before the 1st of the month to ensure the paperwork is processed on time. The <u>Leavers Checklist</u> can be completed separately and sent at a later date.
- Learning and Development line managers are responsible for checking whether any costs are owed to the council. For further information please see the Learning and Development Policy or the Employee Handbook.
- Salary sacrifice employees are required to inform the relevant sacrifice schemes that they are leaving the council and agree the next steps.
- Lease cars employee will need to contact the Fleet department and notify them of their intention to leave the organisation and their final day of employment.
- Relocation expenses employees may be required to reimburse the council of any relocation expenses which have been paid. For further information please refer to the Relocation Policy or contact HR Direct / Payroll.
- Expenses the line manager is to ensure that they employee has submitted any final claim forms for outstanding expenses, for example, travel and subsistence.
- ICT systems and equipment line managers are responsible for the following:
 - 1. Ensuring that permissions are removed
 - 2. Information or files are accessible after the employee leaves
 - 3. ICT equipment is recovered

 Other property – Line managers must ensure that all property belonging to the council is returned before the employees last working day.

Rescinding a Resignation

Employees must be informed that any request to rescind a resignation, must be in writing and that there is no automatic acceptance of this request. Each case will be considered by the line manager and there is no right of appeal against the line manager's decision. However, if the resignation was in the heat of the moment and there are special circumstances, the manager should allow a cooling-off period to ascertain if any other matters arise to cast doubt on whether the employee really meant to resign.

2. Guidance for Managers

When an employee resigns from their post, or transfers to a different post within the council, the line manager should encourage the employee to complete the <u>Exit Questionnaire (on-line)</u> and consider the option of attending an exit interview.

The line manager must complete a <u>Leaver Form</u> and forward it to HR Direct along with a letter of resignation if applicable.

The line manager should arrange to meet with the employee to make appropriate arrangements for the person to disengage from the post through the completion of the <u>Leavers Checklist.</u>

If requested by the employee, the line manager should convene an exit interview. An exit interview should only be convened once an employee has completed the online exit questionnaire. The purpose of the exit interview is to gather any additional information the employee feels was not covered in the exit questionnaire itself.

The exit interview will usually be conducted by the line manager from the employing department, but it is accepted that occasionally an individual may request that the interview be held with a senior manager or by an officer from HR Direct. It should be made clear to the employee by the line manager when arranging the exit Interview that alternative arrangements can be made if necessary.

Any notes taken during the exit interview should be made on the Exit Interview Form (paper version) and submitted to HR Direct.

The exit questionnaire and any discussion notes should be used as follows:

For reviewing the post.

 To follow up any grievance or dissatisfaction expressed by the member of staff and ensure that all such issues are acted upon speedily and appropriately.

A note will be made of any matters of grievance or dissatisfaction and how they have been resolved.

All employees are encouraged to complete an Exit Questionnaire, including employees who are dismissed for conduct or capability reasons, are redeployed or are retired on the grounds of ill health. Employee participation in both completing an exit questionnaire and attending an exit interview are voluntary and cannot be imposed.

Line managers must use all their skills of tact, diplomacy and reassurance, to encourage employees to participate in this important exercise. Line managers conducting an Exit Interview must be flexible, sensitive and supportive to employees who have a disability and may require assistance. Reasonable adjustments may include having a representative present, allowing extra time to complete the form or providing the form in alternative formats such as large print.

The contents of the Exit Questionnaire will be considered by HR Direct. Having noted their comments, the appropriate officer will decide whether the Exit Questionnaire is filed for information purposes or whether the employee is contacted to discuss matters further and/or to attend an Exit Interview with HR Direct during the notice period.

Any issues raised on the Exit Questionnaire or at the Exit Interview either with the line manager or HR Direct, will be addressed and action taken. This action may include:

- Speaking with the employee as detailed above.
- HR Business Partners discussing issues with the Line Manager if appropriate.

A record of all completed Exit Questionnaires/Interviews will be maintained on Trent for monitoring and statistical purposes. HR Direct will examine statistics on a quarterly basis in respect of all leavers which will include:

- The number of employees leaving the council or transferring to different posts within the council.
- The number of Exit Questionnaires completed.
- Analysis of reasons for leaving or transferring.
- Information on any action taken as a result of findings.

3. GUIDANCE FOR EMPLOYEES

The information the Council receives from Exit Questionnaires and Exit Interviews helps us identify where change may be necessary to improve the employment experience at the council.

The Council's policy is that all employees are asked to complete an on-line Exit Questionnaire when they either leave the council or transfer to a different post in the council. In addition, such employees may request an Exit Interview with their line manager or HR Adviser to discuss the content of the Exit Questionnaire.

However, employee participation in both completing an Exit Questionnaire and attending an Exit Interview are voluntary and cannot be imposed.

You can access the on-line Exit Questionnaire here. The on-line questionnaire is quick and easy to use and should only take a few minutes to complete and submit.

The contents of your completed Exit Questionnaire will be considered by HR Direct. Having noted your comments, your questionnaire will either be filed for information purposes or you may be contacted to explore comments further. You may also be asked to attend a meeting conducted by HR Direct.

If you choose to participate in the Exit Questionnaire/Exit Interview process please be assured that the objective is to try to improve the work and working environment for employees and your input, prior to leaving the post, will be extremely valuable to us.

There may be issues raised within your Exit Questionnaire or Exit Interview that the Council may need to act upon. Such action may include HR raising the issues to Managers where further investigation is required.

The Council would like you to be as honest and open with your feedback as possible and would like to assure you that there will be no repercussions, or victimisation, as a result of your response. If you do feel you have suffered any detriment as a result of your Exit Questionnaire/Exit Interview responses you should inform HR Direct as soon as possible.

FAQ's

Do internal employees who leave one department and transfer to another need to complete an exit questionnaire?

Yes, as the feedback is always relevant and useful. Employees who move internally and externally to the council are required to complete an exit interview questionnaire.

Will the council accept a verbal resignation?

No, all resignations must be in writing and signed by the employee.

Can an employee resign via email or does it have to be in a letter format?

The council will accept an email as a form of written resignation and will accept an electronic signature.

Can an employee rescind their resignation at a later date?

The decision will be at a manager's discretion as to whether they will allow an employee to rescind their resignation. However if the resignation was in the heat of the moment and there are special circumstances, the employer should allow a cooling-off period to ascertain if any other matters arise to cast doubt on whether the employee really meant to resign. A reasonable cooling-off period may only be a day or two, but this will depend upon the facts of the individual case.

How does an employee find out their notice period?

Your contract of employment/terms and conditions will detail what your notice period is. The employee handbook will also detail notice periods for particular grades. For hard to recruit to posts and post that attract a market supplement, the notice periods will differ from the standard ones.

What happens to an employee's annual leave?

Where possible the employee should take what remaining annual leave they have before they leave the council, however where this is not possible then the manager will need to ensure that this is noted on the leavers form so that the annual leave is paid to the employee in their final salary.

Can an employee be paid for Flexi leave (through vision time) accrued if they have not taken this before they leave the council?

No, the employee must use any flexi leave/time accrued through vision time before they leave. Any flexi time that is not used will be lost.

What happens to any salary sacrifice schemes that they employee is part of at the departure?

Employees must ensure that they contact the salary sacrifice scheme providers to agree the next steps. Payroll must also be informed.

Does an employee have to pay back any costs related to courses, training, qualifications that have taken place during their employment?

This may be the case. The manager will need to refer to the learning and development policy or contact HR Direct to have confirmation of what is contained within their personnel file with regards to fees paid etc.

Will an employee need to payback any relocation expenses?

Line managers will need to contact HR Direct who will advise on this matter. Reimbursement fees will depend on the date in which they received relocation expenses.



Leaver and Exit Interview Policy 18th January 2016

Equality Impact Assessment

Leavers and Exit Interview Policy

Contact: Andrea Malam, HR Direct

Updated: 18.01.2016

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

A revised procedure

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?

To capture reasons people are leaving the organisation. This information is then used to identify patterns and trends and introduce appropriate retention strategies.

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

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

Yes

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)

Consulted with business partners and HR Officers to establish the questions that should be asked along with who should be applicable to complete an exit questionnaire/interview. Feedback has also been requested regarding the new procedure from all of HR Direct.

The policy has also been to CJM on several occasions as part of the usual consultation process.

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)

The policy is neutral in terms of its effects on those with protected characteristics due to the fact that the policy is applicable to all regardless of any protected characteristic.

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)?

This proposal should be neutral in terms of its effects on those protected characteristics due to the fact that the policy is applicable to all regardless of any protected characteristic. The exit survey is available in line and hard copy. Alternative copies can also be made available.

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

Yes	A paper version of the online exit questionnaire will be
	available from HR Direct for those who request it.

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

Yes	This procedure will need to be reviewed at defined intervals to assess the number of exit questionnaires/ interviews completed in comparison to the number of employees who have left the authority along with reviewing the questions asked during the process to ensure they are still applicable and fair.
	Managers will need to ensure if an exit interview is required, then the manager must ensure that the room is accessible to all.

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Action(s)	Owner	By when?
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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.

Name of Lead Officer for Equality Impact Assessment	Date
Andrea Malam	18.01.2017





EQUAL OPPORTUNITIES IN EMPLOYMENT

This document is subject to the policy statement included in the Employee Handbook

This document is subject to the standard policy statements

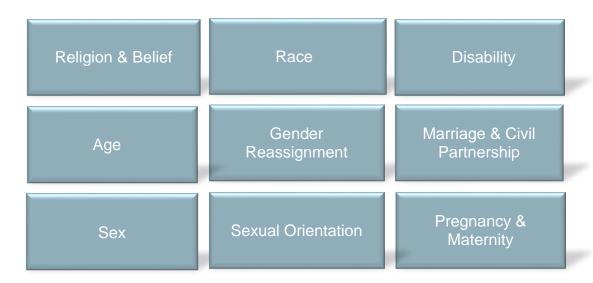
To provide feedback on this document please click here

Date agreed &	
Implemented:	
Agreed by:	Full Council
Review date:	
Neview date.	
Frequency:	Annual

Ver	Status	Date	Reason for Change	Authorised
1.0	Agreed		New Policy	Full Council

1. Equal Opportunities in Employment

2. Discrimination



ROLES AND RESPONSIBILITIES

The policy applies to all council employees (regardless of location or job role activity) along with individuals working on behalf of the council, providing a service to the general public or to council departments.

<u>The Chief Executive</u> is responsible for providing leadership in the implementation of this policy and for ensuring that service planning and performance management systems incorporate specific equality objectives in terms of service delivery and employment.

<u>Elected Members</u> are required to show 'due regard' as part of the decision making process and must ensure that they lead by example, treating others with dignity and respect and ensuring that the policy is fairly and consistently applied to their area of work.

<u>Directors and Heads of Service</u> are responsible for implementing the policy in their service areas, along with allocating specific resources to ensure the delivery of equality objectives in relation to service provision and employment. Additionally, they are responsible for ensuring that employees are adequately informed, trained and supported to ensure that their duties are carried out in accordance with this policy.

<u>Corporate Equalities Group (CEG)</u> are responsible for ensuring that the Council demonstrates fairness in its delivery of services and its employment practices. It will work to develop a culture in which all individuals are treated with dignity and respect, and offensive and discriminatory behaviour and harassment are not tolerated.

<u>All Managers</u> are responsible for implementing equality in service provision and employment and for providing support for employees to work together to achieve equality. Managers will be responsible for ensuring their staff act in accordance with the provisions of this policy, providing all necessary support and direction for their staff.

<u>HR Direct</u> are responsible for the collation and monitoring of equality data. HR Direct are also to ensure that employment policies, procedures and processes are inclusive, fair and adhere to the Equality Act 2010. Responsible for publishing the data collated in line with the Equality Duty for Public Sector Organisations

All Employees, to include, Apprentices / Trainees / Agency / Casual / Relief/ Supply / Volunteers / Contractors / Suppliers are responsible for ensuring that they play their part in implementing this policy. They will also be responsible for improving their awareness of the barriers to equality in service provision and employment, for working towards the elimination of these barriers and for performing their duties in accordance with this policy. This expectation will be communicated to all new staff via the induction process and the Respect booklet.

Everyone has a responsibility for the implementation of this policy in one form or another and those that choose not to follow this policy will not only be in breach of the policy itself, but may also be acting illegally. Additionally, if anyone witnesses a discriminatory incident at work, they have a duty of care to others to challenge such behaviour and practice.

All employees have access to a copy of the Respect Booklet.

1. Equal Opportunities in Employment

Introduction

Fairness at work and tackling discrimination helps to attract, motivate and retain staff and enhances an organisation's reputation as an employer. Eliminating discrimination helps everyone to have an equal opportunity to work and to develop their skills. Our policies aim to make sure we are acting according to the law, improve the working life of all employees and ensure we provide fair and equal treatment for service users.

Legal Framework

The Equality Act 2010 harmonised and replaced previous equalities legislation (such as the Race Relations Act 1976 and the Disability Discrimination Act 1995) and covers the same groups that were protected by previous equality legislation and are now called 'Protected Characteristics.' The Act extends some protections to characteristics that were not previously covered, and also strengthens particular aspects of equality law.

Protected Characteristics include the following:

- Age
- Disability
- Gender Reassignment
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation
- Marriage or civil partnership

As a council we aim to ensure that no employee or job applicant experiences discrimination or receives less favourable treatment on the basis of their protected characteristic(s) as defined in the Equality Act. We are also committed to promoting equality of opportunity in the provision of our services and we expect the same commitment from any agencies who work on our behalf.

As such, this policy provides advice and guidance concerning the council's duty to adhere to legislative requirements in the area of equality and help to make things clearer by highlighting good practice. Specifically, this document aims to provide you with information about:

- rights to fair treatment as an employee of the council
- guidance on dealing fairly with others, including colleagues, customers and service users
- the specific roles and responsibilities regarding implementing this policy
- advice on what to do if you feel you are being treated unfairly

Equality Act 2010 – General Duties

Local authorities and other public bodies in England and Wales are bound by the General Duty and are required to have due regard to the need to:

- 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act.
- 2. Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- 3. Foster good relations between people who share a protected characteristic and those who do not.

The three parts of the duty are essentially the aims of the Act. Having due regard for advancing those aims involves:

- removing or minimising disadvantages experienced by people due to their protected characteristics.
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

Equality Act 2010 - Specific Duties

In order to meet the General Duty, Specific Duties have been developed in Wales to outline the requirements placed on public bodies. These are set out in the Statutory Duties (Wales) Regulations 2011. The Specific Duties in Wales identify key activities that the council must evidence are being undertaken and how they are being undertaken in relation to service delivery, policy-making and employment.

The Specific Duties in Wales covers the following:

- Objectives
- Strategic Equality Plans
- Pay differences
- Staff Training
- Procurement

How the Specific Duties will be met through:

- Engagement
- Equality Information
- Employment Information
- Annual Reporting
- Review
- Publishing
- Accessibility
- Assessing Impact

In order to conform to the second public sector equality duty Denbighshire County Council has implemented a number of measures during the employment process. These measures will monitor equality and assess the impact of policies and services etc on those with protected characteristics. The main forms of monitoring that must be used, which can be found on the intranet are:

- Equality impact assessment form
- Equal opportunities monitoring form
- Employee equal opportunities information form

Equality impact assessments (EqIAs) offer an opportunity for the council to think carefully about the impact of its work on local people and its employees. EqIAs can lead to actions aimed at preventing discrimination or harassment, or promoting equality and fairness for all. EqIAs form templates and guidance notes for completion are available for download from the intranet.

Equal opportunities monitoring forms must be sent out with every job application pack in order to capture data regarding both successful and unsuccessful applicants.

The makeup of the workforce must also be monitored at regular intervals in order to ensure that it reflects the demographics of the local community. Such monitoring is carried out through the analysis of both the equal opportunities monitoring form (used during

the recruitment stage) and the Employee Equal Opportunities Information form (sent out to all current employees). This data is then collated to produce an annual Equality Report and equal pay audit. Additional data will be produced on a more frequent basis in order to continuously review the composition of the workforce.

Positive Action

If the equality report identifies inequalities within the workforce then this may be tackled using the 'positive action' legislation from the Equality Act 2010.

This legislation states that a person may take positive action if they reasonably think that persons who share a protected characteristic:

- suffer a disadvantage connected to the characteristic, and/or
- have needs that are different from the needs of persons who do not share it and/or
- have disproportionately low levels of participation in an activity

'Positive action' is defined as any action which is a proportionate means of achieving the aim of:

- enabling or encouraging persons who share the protected characteristic to overcome or minimise that disadvantage
- meeting the needs of those who share a protected characteristic that are different from the needs of persons who do not share it, or
- enabling or encouraging persons who share the protected characteristic to participate in that activity

An example of when an employer might decide to take positive action is if they find that the makeup of their workforce is different from the makeup of their local population, so they decide to encourage people who share particular under-represented protected characteristics to apply for vacancies.

This is not the same as 'positive discrimination' or 'affirmative action' which equality law does not allow.

Harassment at work

The council believes that no employee should be harassed by other employee(s) and should be protected (as far as possible) from harassment by customers.

Harassment can take many forms, including physical assault, constant criticism, being humiliated and being excluded.

The legislation which covers this includes the Criminal Justice and Public Order Act 1995 which:

- makes it a criminal offence to intentionally cause someone harassment, alarm or distress
- states that harassment would usually mean the use of threatening, abusive or insulting words or disorderly behaviour

The Protection from Harassment Act 1997 also applies which:

- makes it an offence to knowingly harass and/or knowingly cause others to fear violence
- states that if you harass someone on at least two occasions you can be found guilty of harassment under this Act

Welsh Language Scheme

The Welsh Language Act 1993 requires public bodies in Wales to conduct their public business in such a way as to treat the Welsh and English languages "on a basis of equality". The Council's statutory Welsh Language Scheme, revisited in 2009, sets out how the council will implement this principle of equality in the delivery of its services and employment. This document can be found on the Council's internet/intranet website.

2. Discrimination

Complaining about discrimination

If an employee believes they are being discriminated against at work for any reason, they should speak first of all to their manager or supervisor. If they believe this is not a viable option, they are encouraged to contact their Trade Union Representative or HR Direct. Employees who believe that they have suffered any form of discrimination, harassment or victimisation are entitled to raise the matter through the grievance procedures. Service users are entitled to raise their concerns through the corporate complaints procedure.

The Council is opposed to all forms of discrimination and will treat any breaches of this seriously. Breaches of this policy will be investigated and may be regarded as gross misconduct under the council's Disciplinary Policy.

Significant breaches of this can also be raised through the Whistle Blowing Policy. All complaints of discrimination will be dealt with seriously, promptly and confidentially and the council will aim to ensure that no employee is victimised as a result exercising their right to raise a complaint or for supporting someone who has raised a complaint under this policy.

Direct discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below). For example, rejecting an application from a woman applying for a traditional male job, where the assumption is the woman would not fit into the exclusively male team because she is not a man or an employer refuses to give a worker access to facilities because of a protected characteristic.

Discrimination by association

This is direct discrimination against someone because they associate with another person who possesses a protected characteristic. For example, a manager gives the father of a disabled child a bad report because they disapprove of the man's requests to attend his child's hospital appointments.

Discrimination arising from a disability

Discrimination from a disability occurs when a disabled worker is treated **unfavourably** because of something connected to their disability where the employer cannot show that what they are doing is **objectively justified**. This only applies if the employer is aware or could reasonably have been expected to know that the worker is a disabled person.

For example, an employer imposes a 'no beards' rule as part of a dress code and tells staff_they will be disciplined if they do not shave. An employee is a disabled person who has a skin condition that makes shaving very painful. They have been treated unfavourably (threatened with disciplinary action) because of something arising from their disability (their inability to shave). Unless the employer can objectively justify the requirement, this may well be discrimination arising from disability if they knew, or could reasonably be expected to know, that the employee had this condition. It may also be a failure to make a reasonable adjustment.

Perception discrimination

This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic. For example, an employer incorrectly thinks one of their workers is gay. They tell them they must change their clothes in a dusty stock room rather than in the communal changing area. This is likely to be discrimination because of sexual orientation based on the employer's perception, even though the worker is not gay (if the worker is gay, it would almost certainly be direct discrimination).

Indirect discrimination

Indirect discrimination can occur when an employer has a condition, rule, policy or even a practice that applies to everyone but particularly disadvantages people who share protected characteristics. Indirect discrimination can be justified if the employer can show that they acted reasonably in managing the business, i.e., that it is 'a proportionate means of achieving 'a legitimate aim*', and that there is an Occupational Requirement to do so.

For example, an employer decides to apply a 'no hats or other headgear' rule to staff. If this rule is applied in exactly the same way to every member of staff, Sikhs, Jews, Muslims and Rastafarians who may cover their heads as part of their religion will not be able to meet the requirements of the dress code and may face disciplinary action as a result. Unless the employer can **objectively justify** using the rule, this will be indirect discrimination.

*A legitimate aim might be any lawful decision made in running the business or organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful. Being proportionate really means being fair and reasonable, including showing that 'less discriminatory' alternatives have been looked at prior to any decision made.

Harassment

Harassment is 'unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual'.

Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will now be able to complain of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves. For example, a transsexual woman is subjected to offensive 'banter' at work, relating to her gender reassignment. This creates a hostile and offensive atmosphere for her and is likely to be harassment.

Third party harassment

The Equality Act makes employers potentially liable for harassment of their employees by people (third parties) who are not employees of their company, such as customers or clients. Employers will only be liable when harassment has occurred on at least two previous occasions, and that the employer is aware that it has taken place and have not taken reasonable steps to prevent it from happening again. For example, an employer is aware that a female bar worker has been sexually harassed on two separate occasions by two different customers. Once the employer has been told or has found out about the first two occasions, they will be liable for a third act of harassment towards the same bar worker, if they fail to take reasonably practicable steps to prevent further harassment. This will be the case even if the third act of harassment is committed by an unconnected customer.

Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a compliant or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected if they have maliciously made or supported an untrue complaint. For example, a worker helps a colleague with a sexual harassment claim against another worker and because of this, their manager marks them down at their annual performance review, commenting that they are 'not very loyal'. This would almost certainly be victimisation.

A Genuine Occupational Requirement (GOR)

In very limited circumstances it will be lawful for an employer to treat people differently if it is a genuine occupational requirement that the job holder must be of a particular protected characteristic. When deciding if this applies, it is necessary to consider the nature of the work and the context in which it is carried out.

Protected Characteristics

The below characteristics include various examples but these are not exhaustive. Please refer to the Equality and Human Rights Commission for more specific information on each of the characteristics.

The EHRC can be accessed via the following:

Internet website: www.equalityhumanrights.com

Telephone: 0808 800 0082 Text phone: 0808 800 0084

Sex and Sexual Orientation - Lesbian, Gay, Bisexual, Transgender (LGBT) Equality

The policy aims to provide people with equal access to employment opportunities, goods and services regardless of their sex or sexual orientation.

The main legislation which applies is the Equality Act 2010 and the Civil Partnership Act 2004 which:

- states that you cannot treat someone less favourably because of his/her sex or sexual orientation.
- covers direct and indirect discrimination. An example of direct discrimination would be not employing a man for a job
 traditionally done by women (e.g. a secretary) or not appointing the best candidate for the job because they are gay or
 lesbian, bisexual or transsexual. An example of indirect discrimination could be requiring applicants to be at least 6 feet tall
 (which would exclude significantly more women than men).
- also covers victimisation and harassment.

The other Act, which applies is the Equal Pay Act 1970. This states that men and women doing the same work (or equivalent work) should have the same conditions of employment, including pay (unless the difference can be justified).

Disability Equality

The main legislation which applies is the Equality Act 2010 which:

- states that you cannot treat a person less favourably because of their disability if reasonable adjustments could be made which would enable them to do the job, or, have access to goods or services.
- covers direct and indirect discrimination. 'Direct' could be refusing to interview someone with hearing loss. 'Indirect' could be refusing to rearrange furniture to give access to a wheelchair user.
- applies to recruitment, training, development, terms and conditions of employment, physical changes to the premises or equipment, transfers and covers job applicants and current employees who are disabled or become disabled.
- states that procedures, policy or practices which, although applicable to all workers, must not disproportionately disadvantage those who share a particular disability, unless these can be justified.
- protects your rights if you have an association with a disabled person, e.g. a carer or parent.
- covers victimisation and harassment.

In terms of recruitment, an employer is only permitted to make limited queries about a candidate's health or disability in order to:

- help decide if you can carry out a task that is an essential part of the work
- help find out if you can take part in an interview
- help decide if the interviewers need to make reasonable adjustments in a selection process
- help monitoring

The council has also been awarded the "Positive about Disability Symbol – Two Ticks Guaranteed Interview Scheme" which is run by Job Centre Plus. The accreditation is awarded to employers who can demonstrate that they meet five commitments relating to the employment of disabled people.

The five commitments are as follows:

- 1. Interview all disabled applicants who meet the minimum criteria for the job
- 2. Ensure a mechanism is in place to discuss, at any time, but at least once a year, with disabled employees what can be done to ensure that they can develop and use their full abilities
- 3. Make every effort to ensure that when employees become disabled, they stay in employment
- 4. Take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work

5. Conduct an annual review on what has been achieved and plan ways to improve on them

As part of the Two Ticks Scheme, we guarantee an interview for disabled people who meet the essential criteria for a job.

Employees may also be eligible for an Access to Work Grant which can help pay for practical support to carry out their job. Further information and advice can be obtained from Occupational Health.

Race Equality

The council should promote racial equality in employment and ensure that the services they provide take account of the race (which covers colour, nationality, ethnic origins, culture and national origins) of those seeking them.

The main legislation which applies is the Equality Act 2010 which:

- states that you cannot treat a person less favourably because of their race.
- covers direct and indirect discrimination. 'Direct' would be not employing someone because they are Indian. 'Indirect' would be excluding job applications which have addresses in a certain area where a high number of Chinese people live.
- also covers victimisation and harassment.

Religion, Belief and Non-Belief

This policy states that we should not discriminate against someone because of their religion, belief or non-belief. The main legislation which applies is the Equality Act 2010 which:

- states that you cannot treat a person less favourably because of their religion, belief or non-belief.
- covers all the main religions and also lesser-known religions such as Paganism and Rastafarianism. Also applies to those
 with no religious belief e.g. humanists and agnostics, as well as other beliefs (non-religious) that have a profound effect on
 the person's way of life or view of the world.
- covers direct and indirect discrimination. 'Direct' discrimination would be not employing someone because they are Hindu; 'indirect' discrimination would be applying a 'no headgear' rule could indirectly discriminate against Sikh staff who wear turbans for religious reasons.

- direct discrimination may only be justified in the very limited circumstances where a genuine occupational requirement can justified.
- also covers victimisation and harassment.

Age Equality

The Equality Act 2010 makes it unlawful to discriminate against employees, job seekers and trainees because of their age. The Equality Act also removed the upper age limits on unfair dismissal and redundancy. It also states that we should think about the entire age range of people when planning for how services are delivered.

The main legislation which applies is the Equality Act 2010 which states:

- you cannot treat someone less favourably because of their age.
- you cannot discriminate against someone, either directly or indirectly, because of their age. 'Direct' discrimination would be specifying that candidates must be below a certain age. 'Indirect' discrimination may be to specify that a certain length of experience were required which may prevent younger people from applying.
- it is unlawful to harass or victimise someone because of their age.

Gender Reassignment Equality

Gender reassignment is a personal, social, and sometimes medical, process by which a person's gender presentation (the way they appear to others) is changed. Anyone who proposes to, starts or has completed a process to change his or her gender is protected from discrimination under the Equality Act. An individual does not need to be undergoing medical supervision to be protected. So, for example, a woman who decides to live as a man without undergoing any medical procedures would be covered.

The main legislation which applies is the Equality Act 2010 which states:

- you cannot treat someone less favourably because of their gender reassignment.
- you cannot discriminate against someone, which includes direct and indirect discrimination, discrimination by association, discrimination by perception, discrimination in cases of related absence from work because of their gender reassignment.

'Direct' discrimination would be telling a transgender man in the process of undergoing gender reassignment from female to male that he couldn't attend a training course because he would make the other candidates feel uncomfortable.

'Indirect' discrimination would be where a training provider refuses to change the name on an existing training certificate for a transsexual person which has previously been awarded. This places the transsexual person at a disadvantage because they will have to provide any prospective employer with their training certificates in their old name, thereby disclosing their transsexual status.

- it is unlawful to harass and victimise someone because of their gender reassignment.
- the Human Rights Act 1998 provides protection to trans people, principally under the right to a private life.

Marriage and Civil Partnership

This policy states that we should not discriminate against someone because of their marriage or civil partnership status.

The main legislation which applies is the Equality Act 2010 which states:

- you cannot treat someone less favourably because of their marriage or civil partnership status.
- you cannot discriminate against someone, which includes direct and indirect discrimination because of their marriage or civil partnership status. 'Direct' discrimination would be if a young married female was not offered the job on the basis that she would be less career focussed than an unmarried candidate. 'Indirect' discrimination would be where people are posted out to internal offices in order to gain a promotion. This may affect candidates who are married as their partner may not be able to move, making it harder for married people to qualify for promotion.
- it is unlawful to victimise someone because of their marriage or civil partnership status.
- civil partners must be treated in the same way as married partners in terms of access to employer benefits, for example, pensions.

Pregnancy and Maternity

This policy states that we should not discriminate against someone because of pregnancy or maternity.

The main legislation which applies is the Equality Act 2010 which states:

- you cannot treat someone less favourably because of pregnancy or maternity.
- you cannot discriminate against someone, which includes direct or indirect discrimination because of maternity, pregnancy or because of an illness she has suffered as a result of her pregnancy. This also includes breastfeeding and covers people who have given birth in the last 26 weeks. 'Direct' discrimination would be refusing to appoint a female who is pregnant. 'Indirect' discrimination would be where a female returns to work after maternity leave and asks to work part time using the right to request flexible working. If the manager turns this request down because other jobs which are similar to hers are not part time then this would be indirect discrimination.
- it is unlawful to victimise someone because of pregnancy or maternity. Pregnancy and maternity is not protected directly under the harassment provisions, however, unwanted behaviour will amount to harassment related to sex.



Equal Opportunities in Employment Policy 18th January 2016

Equality Impact Assessment

Equality Opportunity in Employment Policy

Contact: Andrea Malam, Recruitment Specialist, HR

Direct

Updated: 18.01.2016

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

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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?

This policy highlights the roles and responsibilities for all employees within DCC.

Fairness at work and tackling discrimination helps to attract, motivate and retain staff and enhances an organisation's reputation as an employer. Eliminating discrimination helps everyone to have an equal opportunity to work and to develop their skills. Our policies aim to make sure we are acting according to the law, improve the working life of all employees and ensure we provide fair and equal treatment for service users.

This policy compliments the Respect booklet and the corporate equalities policy as this policy is concerned with equalities within employment.

The policy also provides advice and guidance on how to adhere to legislative requirements concerned with equalities, outlining the Equality Act 2010 and the general and specific duties.

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

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

Yes

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 policy was written in conjunction with the Corporate Equalities Officer and went through CJM and the recognised trade unions were consulted with. The information used within the policy is more of a factual nature outlining all of the protected characteristics and their definitions, along with different forms of discrimination and how to make a complaint if you are discriminated against.

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)

This policy will have a positive impact on all of the protected characteristics as it will highlight an awareness to all staff and service users.

The policy may have a positive impact on disabled employees/applicants as we operate the two ticks scheme and also ask about any reasonable adjustments to disabled employees attend interview or commence employment.

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)?

This policy will not have a negative impact as it is a neural policy and no protected characteristic will suffer a detriment.

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

No	The policy is neutral and therefore no amendments need to be
	made.

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

No	
NO	

Action(s)	Owner	By when?
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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.

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Name of Lead Officer for Equality Impact Assessment	Date
Andrea Malam	18.01.2016





SOCIAL MEDIA IN EMPLOYMENT POLICY

This document is subject to the standard policy statements

Towiew FAQs click here

To provide feedback on this document please click here

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Date agreed & Implemented:	
Agreed by:	Full Council
Review date:	
Frequency:	Annually

Ver	Status	Date	Reason for Change	Authorised
1.0	AGREED		NEW POLICY	FULL COUNCIL

1. Introduction

2. What is social media?

3. The use of social media in a personal capacity

4. Enforcement of this policy

5. Considerations

ROLES AND RESPONSIBILITIES

DIRECTORS AND HEADS OF SERVICE

Directors and Heads of Service are responsible for ensuring that employees are aware of their responsibilities.

MANAGERS

Managers are responsible for ensuring that employees within their department understand this policy and abide by it.

HR DIRECT

HR Direct are responsible for advising and supporting managers in the application of this policy.

1. Introduction

This policy outlines the requirements for the personal use of social media at work. This policy supports other council policies, including:

- The Code of Conduct
- Information Security Policy
- Internet, Email, Telephone and Monitoring Policy

Policy

For the purpose of this policy, social media is a type of interactive online media that allows people to communicate and share information, knowledge, interests and opinions in a public forum.

Communication is a strategic priority for the council, especially during current challenging times of change. In those times of change, there is more need than ever for effective two way communications and for marketing the council's services and activities. This in itself presents the council with many challenges.

The council need to communicate and consult more effectively with residents and key stakeholders. Social Media is one of the most effective ways of delivering on this aim and it forms an important part of the overarching Communications Strategy.

Social media is also an effective way of consulting and engaging with local residents, community groups and associations. Increasing numbers of people are using social media to express their opinions and views, as well as using it as a way to gather intelligence and information on local issues that matter to them. That is why the council must exploit this opportunity to consult and engage, as well as communicate.

This policy identifies the acceptable use of social media and social networking including clear guidelines for employees and aims to assist managers in terms of managing performance when dealing with matters associated with the use of social media.

This policy also aims to ensure that a fair and consistent approach is applied to all employees, Members and volunteers working on behalf of the council. But most of all, it considers the benefits of using social media as part of day to day work, but also highlights some of the pitfalls that need to be considered throughout day to day business. Specific guidance has been drawn up for Members by the Welsh Local Government Association. Please refer to the WLGA Social Media: A Guide for Councillors guidance available from the WLGA website www.wlga.gov.uk for further information.

2. What is social media?

Social media is the term commonly given to website, online tools and other Information Communication Technologies (ICT) used to share content, opinions, personal/professional profiles, comments, and links to other media online. The growth of social media brings with it the opportunity to communicate in new ways, and to reach residents who do not engage using traditional communication channels.

Social media includes (but is not limited to):

- Blogs (personal and professional)
- Facebook
- Twitter
- Bebo
- Myspace
- YouTube
- Flickr
- LinkedIn
- Tumblr
- Personal websites
- Reddit
- Wikis
- Podcasts
- Online forums

The benefits and risks of using social media

There are a number of key benefits to using social media:

- Modern method of communication
- Dissemination of timely messages instantaneously
- Reach a wide audience
- Effective way of communicating
- Consultation tool
- Engagement tool
- The ability to follow/monitor accounts of partner organisations

- Great opportunity to market Denbighshire County Council and its activities
- Promotion of council-run events.
- Ideal forum for communicating messages during an emergency. Re-tweeting messages from other social media accounts.

There are also a number of risks associated to using social media:

- More opportunity for people to criticise the council in an open forum
- Greater risk for the council's reputation through providing forums for discussion and debate
- You have limited control on managing feedback made to your postings.
- People can use social media for negative gossip that could affect the council's reputation.

However, there are a number of issues that need to be considered from a legal, data protection and safeguarding perspective.

<u>Legal</u>

There can be legal implications to using social media inappropriately. An organisation or individual maybe liable if they don't follow the relevant legislation. Individuals must be aware of their responsibilities under the laws of defamation, copyright, discrimination, contract, human rights and protection from harassment (this list is not exhaustive), and most importantly, the council's Code of Conduct for employees and Members. The guide produced by the WLGA makes reference to legal implications for Members.

Data Protection

The council must ensure that all of its employees adhere to the Data Protection Act. Employees and Members should ensure that no personal information relating to any individual should be released without their express consent for the council to do so. The strongest, and safest, advice is to avoid using personal information on social media. Once information has been published, it is difficult to retract.

Safeguarding children and vulnerable people

Professionals working with the county need to be aware of the safeguarding issues related to using social media. The blurring of boundaries between personal, private and professional information shared on social media sites can place individuals vulnerable to challenge and possible disciplinary action.

Further guidance on safeguarding children and vulnerable people and the use of social media can be found in <u>Safeguarding and Social Media</u>.

3. The use of social media in a personal capacity

The council recognises that many employees make use of social media in a personal capacity. While an employee is not acting on behalf of the council, employees must be aware that they can damage the reputation of the council if they are recognised as being one of our employees.

Employees are allowed to say that they work for the council and the council recognise that from time to time that they may wish to discuss elements of their profession/expertise. However, if employees do discuss their work on social media (for example, giving opinions on their specialism or the sector in which the council operates), they should include on their profile a statement along the following lines: "The views I express here are mine alone and do not necessarily reflect the views of my employer."

Any communications that employees make in a personal capacity through social media must not: breach confidentiality, do anything that could be considered as discriminatory, or considered as bullying, victimisation or harassment, bring the council into disrepute or breach copyright.

The personal image you present in social media may reflect poorly on the image of the council. Employees must take the following into consideration when using social media:

- Be aware of council policies and guidelines for using social media and must adhere to the Data Protection Act and other relevant legislation.
- Not engage in activities on the internet that might bring the council into disrepute.
- By identifying themselves as a council employee within a social network, they are now connected to their colleagues, managers, and often residents and the rest of the world. Therefore any content associated with themselves is consistent with their work for the council.
- Use discretion
- Be discrete in all personal communications in social media. When using social media for personal purposes, they must not imply they are speaking for the council. You must make clear that any opinions or statements are your own and not those of the council.
- Avoid use of council email address, logos or other council identification. Make it clear that what they say is representative of their personal views only by using a disclaimer.
- Ensure that posted material does not disclose privileged or confidential information.
- Show respect to all
- Should be respectful of the council and their fellow employees, Members, volunteers and the public. Derogatory comments are always wrong. All employees and councillors must familiarise themselves with the Respect Booklet (available on the intranet), which offers guidance on equality, diversity, and respect.

Before anything is posted anything on social media – make sure any online activities do not interfere with their job and that it does not impact on services to residents.

The Code of Conduct for employees can be found on the intranet. The Code of Conduct for Members is contained within Part 5 of the council's Constitution and can be found on the intranet.

Welsh Language Scheme

Please bear in mind that official postings made on behalf of Denbighshire must adhere to the council's Welsh Language policy, unless it is a response to a direct comment made to the council by an external individual or organisation. In that instance, the response should be in the language that the comment was made.

Other points to note

An organisation may be held responsible for something that an employee has written on behalf of the company, therefore it is important to check before quoting statements from other blogs or websites.

4. Enforcement of this policy

This policy relies on employees and members acting responsibly and in line with this policy. The employees Code of Conduct (available from the HR Direct on the intranet) and the Members' Code of Conduct provide the foundation for these guidelines for using social media. The same rules that apply to actions in general, as found in the Codes of Conduct, apply also to conduct online.

Any council employee or volunteer who participates in online communication deemed not to be in the best interest of Denbighshire County Council may be subject to disciplinary action. This could include (but is not limited to): posting confidential council information online, or inaccurate, distasteful, or defamatory remarks about the council.

Whilst the council respects the rights of an employee or volunteer to have an opinion, careful consideration must be made to ensure that any remarks do not bring the council into disrepute.

All volunteers working for the council have a duty to adhere to corporate guidelines and policies and this is the position with this policy.

Where you have concerns that colleagues are breaching this policy or the Code of Conduct, we encourage you to raise these concerns under the Whistleblowing procedure.

Councillors must remember that they are subject to the Members' Code of Conduct in respect of duties of confidentiality and a requirement to treat everyone with respect and consideration. If a councillor fails to follow these guidelines, it can lead to an investigation by the Public Services Ombudsman in Wales and possible sanctions, such as suspension or loss of office. Members also have a duty to report any breaches of the code by other Members.

We monitor internet use across the council, and investigate the top users more closely to see the length of time it has been used and the sites accessed. If we discover any inappropriate or excessive use of the internet, the matter will be escalated to the individual's manager or above, and could lead to the individual's internet account being locked down for a period of time and/or a disciplinary investigation.

5. Considerations for employees

- Identify yourself in your online communication, giving your name and, where relevant, your role within Denbighshire when
 you discuss council related matters. Write in the first person, and make it clear that you are speaking for yourself and not on
 behalf of Denbighshire County Council.
- If you publish content to any website outside of Denbighshire County Council and it has something to do with your work/council services, use a disclaimer such as this: "The postings on this site are my own and don't necessarily represent Denbighshire County Council's plans or opinions."
- Be wary of overusing social media to promote your event/services this can be seen as 'spamming', or unwanted advertising, and can create a negative impression.
- Respect copyright laws (including use of copyrighted images) and be careful not to plagiarise another's work.
- Never post confidential information online. You must not refer to any clients, contractors or partners without their permission.
- Most social media sites require users to agree to terms of service. You are responsible for reading and complying with the terms of service of sites you use.
- Some sites, such as LinkedIn, allow people to "recommend" current or former co-workers. Any references given should be in accordance with Denbighshire County Council References Policy and Procedure. Any character references given must be from a personal perspective, in line with the policy.
- Respect your audience. Don't use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in the council's workplace.
- You must follow the council's Welsh Language Scheme, which clearly states that any public-facing information must be treated as equal and must appear bilingually. The only exception is in an emergency, when information can be issued in English first, with the Welsh to follow as quickly as possible. Information must be identical in both English and Welsh. If you are asked for information via social media, you should respond in the language in which the request was made.

Below are some examples of how social media should not be used:

- Give serious consideration before joining social media groups that have been set up with the sole intention of criticising the authority.
- Bear in mind that joining certain groups could result in a conflict of interest with your day to day work responsibilities in future.
- Social workers and teachers should not have children and young people/ pupils/students in their list of friends or contacts on social media.

6. FAQs

Can we say on our personal social media page that we had a tough day at work?

Yes, but you should not go into any details. You should talk about your personal reasons for your tough day. You should think about how you may be representing yourself as a council employee with your postings.

Can I use my council e-mail address for social media?

No, you should use your personal e-mail address. If you are representing the council on professional social media sites, you may use your council e-mail address. However, if you identify yourself as a council employee in any online forum, you must make it clear that you are not speaking for the council, and what you say is representative of your individual personal views and opinions and not necessarily the views and opinions of the council.

Do I always need to be professional in my postings even when I'm not at work? What about free speech?

If you are representing yourself as a council employee, you need to be professional in your postings. The council's policies and procedures still apply when you are representing yourself as a council employee. You may want to consider maintaining both a professional and personal social media page. Just keep in mind that it is advisable to always be professional online, even on your own personal page, as all social media is public.

Why do I need to be careful with what I post when I have my site locked down so only friends can access it?

Social media sites are public sites. Even though there are privacy controls, you should assume that your postings may be seen by the public. For example, search engines can locate current postings now and in the future, your "friends" can copy your posts and make them available in public and your co-workers may have access to your sites.



Social Media Policy 18th January 2016

Equality Impact Assessment

Social Media Policy

Contact: Andrea Malam, Recruitment Specialist, HR

Direct

Updated: 18.01.2016

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

A new policy

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 primary purpose of the Social Media Policy is to clarify to employees how they should conduct themselves when using all forms of social media sites. If followed, it will help employees to minimise the risk they may unintentionally place themselves and service users in when they choose to write about their work. This in turn will avoid situations where their integrity could be undermined, the Council is bought into disrepute and professional relationships with colleagues and service users are compromised.

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

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

Yes

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)

An assessment of protected characteristics and the effects of this policy on those protected characteristics has been undertaken.

Consultation has taken place with the usual CJM and recognised trade unions.

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)

This policy will have a neutral effect on protected characteristics as the policy applies to all employees regardless of protected characteristic.

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)?

This policy will not have a disproportionate impact on any of the protected characteristics. However there may be instances where comments made on social media in a personal capacity could have an impact on some of the protected characteristics depending of the content. The policy provides clear guidance on how these comments will be dealt with.

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

No	Comments which are made on social media which have a	
	negative impact on any protected characteristic will be dealt	
	with under the disciplinary policy.	

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

·		
Action(s)	Owner	By when?

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: 18.01.2017

Name of Lead Officer for Equality Impact Assessment	Date
Andrea Malam	18.01.2016







PSYCHOMETRIC ASSESSMENT POLICY

This document is subject to the policy statement included in the Employee Handbook

This document is subject to the standard policy statements

To provide feedback on this document please click here

Full Council
2015
2013
Annual

Ver	Status	Date	Reason for Change	Authorised
1.0	Agreed		New Policy	Full Council

Roles and Responsibilities

1. Types of Psychometric tests

2. Psychometric test process

Security of documentation

ROLES AND RESPONSIBILITIES

The HR Organisational Development Manager is responsible for providing registration, advice, training and operational guidelines in conjunction with the Recruitment Specialist and the Trade Unions to ensure effective application and monitoring of this policy.

The Recruitment Specialist and trained members of HR Direct are responsible for the ordering, safe storage of materials, recording of all assessment centre activities and the interpretation of assessment tools including feedback to the recruitment panel.

The administration, scoring and interpretation of tests by the council are done in conjunction with the British Psychological Society.

Each test user must ensure that they use the tests to the highest professional standards and only in accordance with guidelines set out in this policy.

Certificate of Competence in Occupational Testing

HR Direct will be able to oversee the controlled environment for test administration and feedback of results subject to their level of training in occupational testing (British Psychological Society Level A). Further details of competence can be sought from HR Direct.

1. Types of psychometric testing

Psychometric (or Occupational) Testing is a tool of selection, career development and team building. Where testing is seen to be appropriate, the council is committed to achieving the highest standards of practice in the use of psychometric tests for selection and development to maximise their benefit and to promote fairness and equality of opportunity for all. Psychometric testing is used in conjunction with other test and assessment methods, for example, interview, presentation and group exercises.

There are three types of psychometric tests:

- 1. Personality and Motivation questionnaires focus on typical or preferred behaviours
- 2. Ability Tests focus on maximum performance in specific areas

Advice and support on psychometric testing is available from HR Direct.

2. Psychometric test procedures

Test administration

The council will ensure that only trained/qualified test users who hold the relevant qualification (BPS level A/level B) will use and interpret psychometric instruments. Trained/qualified test users may delegate test administration to a person trained in this area.

HR Direct will ensure that the most current and up to date materials are used for all testing.

Where external consultants are engaged to use tests at the council, their level of certification will be verified and they will be subject to these procedures.

Proper briefing and administration of tests is critical to the quality of the data produced. If tests are not administered with due regard to recommended procedure, or test takers are coerced or inadequately informed of the purpose of the assessment their attitude to completing the tests may be affected. This in turn may affect their responses and distort the results produced.

Candidates will be treated ethically at all stages of the testing process and prior to the testing session will be informed in writing:

- a) the nature of the assessment, why it is being used, the conditions under which it will take place and the nature of the feedback they will receive
- b) how their results will be used, e.g. alongside other information from the interview and application form to decide their suitability for the post
- c) who will be given access to their results (limited to those who genuinely need to know)
- d) how long the results will be retained (with reference to the Data Protection Act)

The informed consent of candidates to taking part in the test process will be obtained. If a candidate declines to take the test they will not be coerced and whilst their non-completion will not be viewed negatively in any decisions in the assessment process, the absence of comparative test data may be a factor in the selection decision.

The administration, scoring and interpretation instructions that apply to the test(s) being administered will be adhered to at all times

Test data will not be used for purposes other than those to which the test taker has given their consent.

Test choice and selection

If testing is being considered, HR Direct should be contacted as early as possible in the recruitment process to discuss:

- Whether it is appropriate to use testing and whether it will provide any additional relevant information
- How the relevance of the test is linked to the requirements of the role
- What test to use
- The time requirement in the process
- The availability of appropriately trained staff to administer tests and feedback results

Psychometric tests must be clearly relevant to the given purpose. Psychometric tests for selection can only be of use if the job has been analysed thoroughly and a person specification drawn up to define the skills, abilities and competencies necessary for effective performance in the post. Tests can then be clearly related to the requirements for the job, which is a legal requirement.

A trained assessor based in HR Direct must justify why the assessment(s) are being carried out and record this on the Vacancy Control Form (VCF) which will be kept on the recruitment file.

Personality questionnaires will not be used for short listing purposes although they may be appropriate as supplementary information at a later stage in the selection process.

Test takers

Candidates will receive adequate notice that they are required to complete the test and additional relevant information. Information regarding feedback of results, storage and access will also be communicated to the individual.

The council will obtain consent from the individual regarding the above.

Occupational testing results

Only qualified assessors will be able to interpret test scores. Any scores given will be interpreted using a norm group which will be determined by the assessor and recruitment panel.

Feedback of test results

Feedback will be offered to all candidates by a qualified assessor from HR Direct and will normally be face to face. The same assessor will also provide verbal feedback to the recruitment panel, normally prior to interview. Results will be made available to candidates upon request.

Test reliability and validity

Any test to aid selection has to be reliable and valid. The reliability of a test is concerned with its precision of measurement and statistical data on reliability is provided by reputable test publishers. The test of validity is the extent to which the test is relevant to and a predictor of successful job performance. Test publishers produce statistical data to demonstrate the validity of their tests for certain roles or types of employment. This information assists in the selection of appropriate tests and HR Direct can advise on the types of test available, the costs and their usefulness for a particular post.

It is essential not to judge the validity of a test on face validity (i.e. it looks right) or faith alone (i.e. because we have used it before - but without statistical data to justify its effectiveness).

Equal opportunities

All assessments for selection and promotion will be monitored to insure that they do not unfairly disadvantage or exclude any section of the population.

No candidate will experience discrimination, harassment or bullying or receive less favourable treatment because of their age, disability, gender reassignment, marital or civil partnership status race, pregnancy or maternity religion or belief, sex, sexual orientation or caring responsibilities.

Appropriate alternative arrangements must be made when a disability prevents a suitably qualified individual from taking part in the standard selection procedures. Please contact the Recruitment Specialist before making any changes to the test administration procedures.

International Standards for assessment centre delivery (ISO 10667)

Denbighshire County Council are required to meet the international standards for assessment centre delivery (ISO 10667) and shall ensure that it, and anyone whose work it controls is competent to carry out the assessment.

They shall:

- a) Conduct work using appropriate professionally accepted technical quality guidelines to select or develop effective assessments;
- b) Have sufficient knowledge of theories, methodology and measurement practice relating to assessment work and organisational settings
- c) Have sufficient knowledge of available assessment methods used in work and organisational settings
- d) Keep up to date with developments and advances in relevant areas
- e) Know the competencies of each person providing services and ensure that those people are not required to work outside the limits of their competence
- f) Require people providing services under its control to work within the boundaries of their professional ethics.

3. Security of documentation

Psychometric documents must be kept secure (in locked filing cabinets) at all times within HR Direct and only those that are qualified to use the materials will have access. Candidates will not be able to take assessment centre materials home. Persons who are untrained should not be allowed access to raw data from tests but only to clearly described interpretations.

Assessment results will be valid for a period of six months and will be destroyed after this period of time in accordance with the Recruitment and Selection Policy.

Test materials are covered by copyright laws which prohibit the reproduction of materials. The transfer of pencil and paper tests to a computer also constitutes of an infringement of copyright.



Psychometric Policy 18.01.2016

Equality Impact Assessment

Psychometric Policy

Contact: Andrea Malam, Recruitment Specialist, HR

Direct

Updated: 18.01.2016

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

New policy

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 purpose of the policy is to outline the process and practices that we operate in DCC with regards to psychometric testing/assessment. Psychometric testing is used to aid the recruitment process and the results can be used to ensure that the right person is recruited in the job.

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

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

Yes

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 information was taken from a guidance document from the company that we were trained by (CEB). The policy content was agreed by trained users. The policy was taken through the consultation process at CJM with the Trade Unions.

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)

The policy may have a positive impact on disabled people because we ask them if they require any reasonable adjustments before the assessments take place and if they are invited to an assessment centre we can make the necessary adjustments beforehand. The application form also includes the two ticks scheme where by if a person ticks the GIS box then they are guaranteed an interview if the meet the essential criteria.

We also have online and paperbased application forms making it accessible for all applicants to apply.

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)?

It may have a negative impact on race, whereby we administer our assessments in English. The complany we use to provide our assessments do have a wide range of assessments available in the majority of languages this would be difficult to interpret by HR depending on the language selected.

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

No	We will continue to provide assessments through the
	company that we are registered with and continue to provide
	them through the medium of English unless another language
is requested and that adjustment will be made.	

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

	This policy has a neutral impact on all othe protected
	characteristics and where it does have a negatie impact we will
provide a reasonable adjustment where applicable.	

Action(s)	Owner	By when?
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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.

Name of Lead Officer for Equality Impact Assessment	Date
Andrea Malam	18.01.2016





FIXED TERM CONTRACTS POLICY

This document is subject to the policy statement included in the Employee Handbook

This document is subject to the standard policy statements

This policy has an appeals process applied to it

To view FAQs click here

To provide feedback on this document please click here

Date agreed &	
Implemented:	
Agreed by:	Full Council
Review date:	
Frequency:	Annual

Ver	Status	Date	Reason for Change	Authorised
1.0	Agreed		New Policy	Full Council

Policy Details and Key Principals

Timescales
Roles and responsibilities
Application
Aims
Application/Scope of policy
Consultation
Legal references

1. Recruitment and Fixed Term Contracts

Probationary periods for fixed term employees
Fixed term posts that become permanent

2. Terms and Conditions of a Fixed Term Contract

Pay and pension
Internal vacancies
Training
Annual leave
Maternity leave and pay

Employment rights

3. Extension of Fixed Term Contract

4. Permanent Status

Continuity of service Redundancy

5. Termination of a Fixed Term Contract

Redundancy Dismissal
SOSR (some other substantial reason) dismissal
Redeployment
Redundancy payment
Termination of fixed term contract process
Short term fixed term contract process
Appeals

TIMESCALES

A fixed term contract becomes permanent after 4 years of successive contracts – unless it can be objectively justified not to make it permanent.	4 years
Fixed term employees who have more than 2 years' service with the council or an associated employer which comes under the Redundancy Payment Modification Order (Local Government) 1983 will be entitled to a redundancy/loss of office payment. In this situation the fixed term employee will also be placed on the redeployment list in order to find suitable alternative employment. If the dismissal is some other substantial reason (please refer to section 5 which explains what circumstances may qualify as SOSR) then employees may be entitled to a loss of office payment.	2 Years
Managers should ensure that the end of a fixed term contract process is started.	At least 3 months before the contract ends

ROLES AND RESPONSIBILITIES

DIRECTORS AND HEADS OF SERVICE

Ensuring effective implementation and awareness of the procedure.

MANAGERS

- To be aware of their responsibilities as determined by the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.
- To ensure there is a justifiable and demonstrable reason for appointing to a post on a fixed-term or temporary basis, and that this is fully explained during the recruitment process and in any subsequent correspondence relating to the post/contract.
- To ensure that all fixed-term or temporary employees understand the nature of their contracts, and are consistently advised as to the likelihood of extension/renewal and the reasons for this, within the timescales outlined in this procedure.
- To liaise with employees, Trade Union representatives and HR Direct as appropriate, regarding formal procedures and meeting arrangements.
- To provide written statements as may be required/requested by the employee, confirming the status of the fixed-term or temporary contract, and the reasons for any perceived less favourable treatment or the ending of a fixed-term or temporary contract.
- To ensure the termination process is followed when ceasing or not renewing a fixed-term or temporary contract.

EMPLOYEES

- To ensure they have a clear understanding of the fixed-term or temporary nature of their employment, and reasons for this.
- To have no expectations that their employment will be extended, unless they received formal clarification of this.
- To raise any issues relating to their fixed-term or temporary employment and any perceived less favourable treatment, with their manager at the earliest opportunity.
- To attend meetings as necessary in connection with their fixed-term or temporary contract, noting their right to be accompanied by a work colleague, recognised Trade Union officer or recognised Trade Union representation at any such meetings.

Introduction

The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 came into effect on 1st October 2002. The purpose of the Regulations is to ensure that employees who are on a fixed term contract do not receive less favourable treatment than those who are permanently employed.

A fixed term contract is a contract of employment that comes to an end:

- upon reaching a specified date
- when a specified task has been completed; or
- when a specified event does or does not occur

Examples of fixed term employees are as follows:

- employees taken on to cover seasonal peaks in demand
- employees taken on to specifically cover a period of maternity or sick leave
- employees taken on to provide temporary cover for a permanent employee who is temporarily on secondment or absent for any other reason
- employees taken on the perform a specific task
- where funding is only agreed for a specific period of time

<u>Aims</u>

The aims of the policy are as follows:

- protect fixed term contract employees from less favourable treatment;
- limit abuse through successive use of fixed term contracts;
- ensure that the correct procedure is followed by managers

Application/scope of policy

This policy will apply to all fixed term employees of the council with the exception of:

Directors and Heads of Service – separate National procedures will apply.

- Agency Workers who hold a contract of employment or relationship with an external temporary work agency (to include Matrix)
- Placement students students on higher education courses on work placements of one year or less are excluded. Higher education courses include undergraduate, postgraduate and teacher training courses.
- Employees on training schemes Fixed term employees employed in training, work experience or temporary work schemes
 designed to provide them with training or retraining or assist labour market re-integration which are funded by the European
 Social Fund or provided under arrangements made by the government are excluded.
- Apprentices

Legal & other references

- The Fixed Term Employees (prevention of Less Favourable Treatment) Regulations 2002
- Employment Rights Act 1996
- Redundancy Payment Modification Order (Local Government) 1983 (as amended)

Policy Details

Key principles

Employees have the right not to be treated less favourably than a comparable employee on a permanent contract in respect of pay, terms and conditions, training/development opportunities, opportunities to obtain permanent employment or be subjected to any detriment on grounds of status as a fixed term employee.

Employees on a fixed term contract have the following rights:

- not to be unfairly dismissed (after two years' service)
- to a written statement of reasons for the dismissal
- to a statutory redundancy/loss of office payment (after two years' service) if the reason for dismissal is redundancy.
- to a minimum notice period of their contract ending before the agreed end date, task or event.
- not to be selected for redundancy or be unfairly dismissed if the main reason for the selection was because the employee is
 on a fixed term contract.
- fixed term employees will become permanent after 4 years of successive fixed term contracts unless the continued use of a fixed term contract can be objectively justified. Fixed term employees have the right to written confirmation of permanent status.

1. Recruitment of a fixed term employee

When recruiting for a fixed term post it will be necessary to include in the advert:

- that the post is a fixed term
- the reason i.e. cover for maternity, undertake a specific project
- duration i.e. duration of the project; for a 6 month period; duration of the maternity leave.

This will be reiterated during the interview and confirmed in the statement of terms and conditions of employment for the successful candidate.

It is important that a notice clause is included in the statement of terms and conditions of employment. This will allow either party to lawfully terminate the contract early, provided the appropriate contractual notice is given. Notice periods will be in accordance with the Single Status Agreement.

Probationary periods for fixed term employees

The appointment of all new entrants to local government appointed on a fixed term contract will be subject to a 6 month probationary period which will be monitored in accordance with the Probationary Period Procedure.

Fixed term posts that become permanent

If during the time employed on a fixed term contract, the post becomes permanent of if an extension is required all parties must be kept informed.

The incumbent fixed term contract post holder will be offered the permanent contract provided that the following conditions are met:

- they have 6 months or more continuous service (must have completed a probationary period)(change recruitment policy if agreed)
- they were subject to an appropriate competitive recruitment process for that specific post at the outset.
- they have satisfactory evidence of good performance in that post

If all of the above conditions are met then the line manager must complete the Contract Change Form and return to HR Direct. This will then be confirmed in writing by HR Direct and sent to payroll.

2. Terms and conditions

Employment rights

Following completion of the necessary qualifying service a fixed term employee will have the same employment rights as a permanent employee. A fixed term employee has the right to be treated no less favourably than a comparable permanent employee with regard to terms and conditions of employment or by being subjected to any other detriment. This principle applies to all terms and conditions of employment.

A full statement of terms and conditions of employment should be provided to all fixed term employees.

Pay and pension

The fixed term position should be evaluated in accordance with the council's job evaluation scheme prior to the post being advertised. If there is significant change to the post during the fixed term period, it may be revaluated subject to the approval of the line manager.

The fixed term employee will be automatically admitted to the Local Government Pension Scheme unless they decide to opt out.

Internal vacancies

Fixed term employees will be eligible to apply for internal vacancies from the first day of their employment. They should be made aware of the council's vacancies database held on the Intranet and any local arrangements for advertisings job vacancies.

Training

A fixed term employee must be given the same opportunity to receive training as a comparable permanent employee. However, the line manager may be able to justify different treatment if the cost of the training is disproportionate to the benefit received by the employee.

In order to determine training requirements, a fixed term employee should be offered a performance appraisal in line with departmental arrangements.

Annual leave

The council's annual leave procedure will apply to all fixed term employees.

Maternity leave and pay

Subject to a qualifying period, expectant women will be entitled to maternity leave and pay in accordance with the Single Status Agreement.

Where a fixed term contract does come to an end during an employee's maternity leave, her occupational maternity pay will cease on the termination of the contract and she will not have the right to return to work at the end of her maternity leave. However, she will still be entitled to receive SMP, if eligible provided she does not start working for a new employer.

If, due to the termination of her contract, the employee is unable to return to work or has returned but is unable to complete the 3 months service required to qualify for half pay, she will not be entitled to receive the half pay element of her maternity pay.

3. Extension of a fixed term contract

Successive renewal of fixed term contracts should be avoided wherever possible. Where it is necessary, the line manager should assess prior to renewal whether the reason for the fixed term contract is still applicable.

Please note that any period of continuous employment under a fixed-term contract will be taken into account when calculating the employee's continuous employment.

In order to ensure that the extension or change in contract status is actioned the line manager must ensure that they complete the Contract Change Form and return to HR Direct. Line managers will also need to write to the employee using the Extension of a fixed term contract letter template in order to confirm the extension. A copy of this letter will need to be sent to HR Direct.

4. Permanent Status

For the purpose of determining when the fixed term contract becomes permanent, it will be service in continuous fixed term contracts that will be taken into account.

A fixed term contract that has been renewed or extended (or where the employee is re-engaged on a successive contract) will become a permanent contract once the employee has completed four years' continuous service, unless the continued use of a fixed-term contract can be objectively justified. There is no limit on the length of the first fixed-term contract.

However, once a fixed term contract of over four years expires and is renewed (or the employee is re-engaged) the contract will be deemed to be permanent unless the renewal can be objectively justified.

Written confirmation that the contract is to be regarded as permanent should be given to the employee and the employee has a right to request this. The line manager will need to complete a Contract Change Form and send to HR Direct. The <u>Fixed term to permanent status letter</u> will be sent to the employee by HR Direct and inform payroll.

Successive fixed contracts do not only include renewals and extensions, but also situations where one fixed term contract ends and the employee is taken on immediately on another fixed-term contract, even where it is a completely different job.

Continuity of service

For the purpose of qualifying service for benefits, Redundancy (loss of office) payments, occupational sick pay, annual leave entitlement and notice period, continuous service will include continuous previous service with any public authority to which the Redundancy Payment Modification Order (Local Government) 1983 (as amended) applies, regardless of whether it was accrued on a permanent or fixed term basis.

If there is a break of more than a week (running from Sunday to Saturday) between two contracts, continuity will be broken (except where there is a redundancy and a new job is taken up within 4 weeks).

Redundancy

A fixed term employee cannot be selected for redundancy purely because he or she is employed on a fixed term contract, unless this criterion can be objectively justified. The ability of an employer to objectively justify the less favourable treatment and establish that the dismissal was fair will depend on the circumstances. For example, where an employer has engaged a team of workers on fixed term contracts to perform a specific task, when the task is completed it may be able to justify dismissing those employees, rather than widening the pool for selection to include other permanent employees who are performing similar work or who have similar skills and abilities. It is therefore important that the 'reasons' for the fixed term post are clear.

Where it is necessary to select one of more fixed term employee for redundancy or dismissal, this should be done in accordance with the selection criteria detailed in the council's Redundancy Policy.

5. Termination of a Fixed Term contract

The termination of fixed-term contract, or non-renewal of a fixed-term contract beyond its expiry date is regarded as a dismissal and the procedure outlined below should be followed.

The reason for dismissal will be due to either:

- **1. Redundancy**; e.g. where the requirement for the work to be undertaken has diminished or ceased.
- 2. SOSR (Some Other Substantial Reason); e.g. where the requirement for the work to be undertaken has not reduced and the substantive post holder has returned to work or a permanent employee is recruited.

Redundancy dismissal

Examples of fixed-term employment ending due to redundancy:

- Employee recruited to carry out the completion of a specific task, such as project work that is dependent upon external funding and the post will end once the funding ceases or no more funding can be found
- The completion of a specific task which is then completed
- Employee is recruited to provide additional staffing and the provision of services then reduces or ceases

SOSR dismissal

Examples of fixed-term employment ending on SOSR:

- Employee recruited to provide cover for adoption/maternity/parental leave until post holder returns to work
- Employee recruited to cover secondment of substantive post holder
- Employee recruited to cover a vacancy whilst recruitment process is undertaken
- Employee recruited to provide cover for long-term absence/sickness until employee who has been absent/sick returns to work

In the case of SOSR, if the employee has more than two years' continuous service, the employee may be entitled to a loss of office payment.

Redeployment

The Authority will make every effort to seek suitable alternative employment for fixed term employees who have more than 2 years' continuous service in accordance with the Redundancy and Redeployment Policy.

Redundancy payment

Any employee who is dismissed on the grounds of redundancy by reason of the ending of their fixed-term contract will be entitled to a redundancy/loss of office payment, providing they have at least 2 years' continuous service with the council or related employers as listed under the Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999 and subsequent amendments.

Where a fixed-term contract, is brought to an end earlier than the stated expiry date, the employee will be eligible to the appropriate notice.

Terminations subject to redundancy should be dealt with in accordance with the Redundancy Policy.

Loss of office payment

Any employee who is dismissed on the grounds of SOSR by reason of the ending of their fixed term contract may be entitled to a loss of office payment, providing they have at least 2 years' continuous service with the council or related employers as listed under the Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999 and subsequent amendments.

Termination of a fixed term contract process

The expiry and non-renewal of all fixed term contracts is classed as a dismissal and is subject to the Statutory Dismissal Procedures. When terminating a fixed term contract the line manager must follow the following steps:

1. Three months prior to the end of the contract, the line manager should notify the employee in writing that their fixed-term contract will not be renewed and as such will result in the termination of employment on the grounds of **redundancy** or **SOSR**, and arrange to meet the employee as soon as possible. This should be confirmed by the line manager using <u>Invitation to attend meeting letter template</u>.

The employee should be given a minimum of 5 working days' notice of this meeting, and they have the right to be accompanied at the meeting by a recognised Trade Union Representative or work colleague.

The meeting should be held prior to the commencement of the required notice period to ensure that the appropriate notice is issued taking account of the employee's continuous service date.

- 2. If the employee confirms that they understand that the fixed-term contract is due to end, and that they do not wish to attend the meeting, the line manager must use the template letter <u>Declined invitation letter template</u>.
- 3. If the employee confirms that they wish to attend the meeting:
 - Confirm with the employee that the contract of employment is to expire; the date of expiry and that it will not be renewed.
 - Explain the reason for the non-renewal.
 - Confirm the dismissal, the reasons and the termination date. The dismissal will be on grounds of redundancy or SOSR (with
 or without a payment). The line manager should complete the Financial Estimate Form and send this directly to payroll for
 the estimated figures. Please do not send to HR Direct.
 - Check and confirm whether the employee is eligible for 'at risk' status (more than two years' service) seeking advice from HR Direct where appropriate and inform HR Direct so that they can be added to the redeployment vacancies bulletin. Check that the individual is aware of how to access job vacancies within the council i.e. via the intranet and www.denbighshire.gov.uk.
- 4. Following the meeting, the line manager should confirm the above in writing using Attended meeting letter template.
- 5. If an extension or renewal of the contract is made, the line manager must confirm in writing using the Extension to contract Letter template. The line manager must also complete the Contract Change Form and send to HR Direct with a copy of the extension letter. HR Direct will inform payroll.
- 6. If the employee wishes to exercise their right of appeal they must do so within 10 working days of the date they were notified of the decision. Please refer to the Corporate Appeals Policy.
- 7. The line manager is to complete the Leavers form if the contract is not to be renewed and returned to HR Direct at the earliest opportunity to avoid any under/overpayments.

Short term fixed term contracts process

Where the contract is for a short period of time, for example, a contract which is 6 months or less, which means that the above steps cannot be reasonably followed, in order to terminate the contract, the line manager must ensure that the following steps are followed within a reasonable timescale:

- a) The employee is written to inviting him/ her to meeting
- b) A meeting in held to discuss the ending of the contract
- c) The employee is written to confirming the outcome of the meeting and informing them of their right of appeal.

Appeals

The appeal should be heard in accordance with council's Appeal Procedure.

6. FAQ's

What constitutes less favourable treatment?

Less favourable treatment occurs in a situation where a fixed-term employee does not receive a benefit that a comparable permanent employee is entitled to (or is offered a benefit on less favourable terms). It can also happen if an employer fails to do something for a fixed-term employee that is done for a permanent employee.

In addition, less favourable treatment can be considered as any situation in which a fixed-term employee is subject to a disadvantage that is not imposed on permanent staff. For example, if a fixed-term employee is selected for redundancy solely because they are fixed term.

However, the Regulations do allow for situations where it is objectively justifiable to treat fixed term employees differently from comparable permanent staff.

What is an objective justification?

What constitutes an objective justification is not specified in the Regulations, but it is expected that it is:

- to achieve a legitimate objective, for example a genuine business objective
- necessary to achieve that objective
- an appropriate way to achieve that objective

Therefore, it is essential that the council has transparent, necessary and objective reasons for placing a post initially and subsequently on a fixed-term contract. The renewal or extension of the fixed term would also have to be justified separately by objective reasons.

Are there any employees exempt from the fixed term regulations?

Yes, there are some categories of worker who are excluded from the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002:

- apprentices
- employees on certain government training schemes
- students on occupational placements of one year or less as a part of a higher educational programme

agency workers, that is those who have an employment contract with a temporary work agency but are placed with and do their work for a third party (although from 27 October 2008 agency workers must be treated in the same way as all other employees with regard to entitlement to statutory sick pay whether they are indirectly or directly employed and regardless of the length of their contract).

Unlike the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed-term employees Regulations 2002 apply to 'employees' and not to 'workers'.

What happens if an employer allows a fixed-term contract to expire and the employee continues working past the specified date?

If an employer allows a fixed-term contract to expire and the employee continues working past the specified date, then the law will imply continuation of the arrangement as an open ended contract. This means that the employee's contract has been extended without a fixed termination date. In the absence of any provision to the contrary, this will be subject to the statutory minimum periods of notice. Pre-existing terms and conditions from the original fixed-term contract will form part of the on-going implied agreement.

If an employee continues working past the expiry of the fixed-term contract, employers should issue a further written agreement which complies with the provisions governing written particulars and confirms the continuation of the employment and that the pre-existing terms are still applicable.

*Expiry of Fixed Term Contract Invite – to be deleted

Dear

Re: Invitation to Attend Meeting - Expiry of your Fixed Term Contract

I am writing to inform you that your <insert number of months/years> fixed-term appointment as <insert post title> will end on <insert expiry date of contract>.

I would like to invite you to attend a meeting on <insert date>, at <insert time> at <insert location> to ensure that you are fully aware of the expiration of your fixed term contract.

At this meeting you have the right to be accompanied by a work colleague or a recognised trade union representative.

If you are unable to attend this meeting, I should be grateful if you would contact me on <insert telephone number> to arrange an alternative meeting date/time. If I do not hear from you I will presume you are able to attend this meeting as outlined above.

In the meantime, should you have any queries in respect of the above, please do not hesitate to contact me.

Yours sincerely

<Signed by line manager, Position>

cc. HR Direct

*Declined Invitation Letter – to be deleted

*If the contract is ending then line manager will need to complete a Leaver form and sent to HR Direct – to be deleted

Dear

Re: Confirmation of expiry of Fixed Term Contract

Further to my letter of <insert date of Letter 1> inviting you to attend a meeting on <insert date of meeting> to discuss the termination of your <insert number of years> of fixed-term appointment in respect of <insert title of post>, I write to confirm that on <insert date> I received your response confirming that you will not be attending this meeting.

I am now in a position to confirm that <insert reason as to why contract must end on expiry date> and as such this post cannot be extended beyond <insert expiry date of contract>.

Consequently, in accordance with your terms and conditions of service you are entitled to <insert contractual notice> months' notice with effect from <insert date of meeting> to terminate your employment on the grounds of redundancy or SOSR (some other substantial reason)* as <insert post title> on <insert expiry date of contract>.

Please note that any outstanding annual leave that you are due up to the date of your termination must be <taken during your notice period> or <will be paid on termination>.

If you disagree with the decision to terminate your employment you may appeal. If you wish to appeal please write Catrin Roberts, HR Service Manager, HR Direct, Denbighshire County Council, Wynnstay Road, Ruthin, LL15 1YN within 10 working days of receipt of this letter.

As you may be aware, internal council vacancies are advertised on the council's intranet and council posts that are open to the public as well as any member of staff are on the council's website www.denbighshire.gov.uk. You are invited to access both of these in order to identify any suitable alternative posts. I will also ensure that your details are placed on the council's redeployment pool (held within HR Direct).

If applicable, if you have more than 2 years' service and are not successful in obtaining an alternative post within the council by the termination date of your contract, I will write to you with details of your redundancy/loss of office payment and if appropriate, early release of pension benefits.

Please note that The Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999 (the Modification Order)" states that If an employee who is under notice of redundancy receives an offer of a job from another Modification Order body (e.g. another local authority), before the termination of his/her employment, and takes it up within 4 weeks of the end of the old employment, it will be deemed that there is no dismissal for redundancy payment purposes and you will not receive a redundancy/loss of office payment.

Employees, who upon leaving the employment of the council receive any form of compensation payment for loss of office, will not be re-employed by the council for the duration of the

compensation payment; e.g., if a member of staff receives 18 weeks redundancy/loss of office payment, they cannot be re-employed by the council for 18 weeks after the termination date.

Finally, I wish to inform that you will be invited to attend a further meeting at which I will be able to confirm the position regarding whether or not your contract will be extended beyond the expiry date of <insert expiry date of contract>.

If you have any queries on the content of this letter please do not hesitate to contact me or HR Direct on telephone number 01824 706200.

Yours sincerely <Signed by Line Manager, Position>

cc. HR Direct

*Attended Meeting Letter – please delete

*If the contract is ending then the Line Manager will need to send a Leaver form to HR Direct – please delete

Dear

Re: Confirmation - Expiry of Fixed Term Contract

I refer to our meeting on <insert date of meeting>, at which <insert name of employee's representative> was also present, to discuss the termination of your fixed-term appointment in respect of <insert title of post>.

I am now in a position to confirm that <insert reason as to why contract must end on expiry date> and as such this post cannot be extended beyond <insert expiry date of contract>.

Consequently, in accordance with your terms and conditions of service you are entitled to <insert contractual notice> months' notice with effect from <insert date of meeting> to terminate your employment on the grounds of redundancy or SOSR (some other substantial reason) as <insert post title> on <insert expiry date of contract>. Please note that any outstanding annual leave that you are due up to the date of your termination <must be taken during your notice period> or <will be paid on termination>.

If you disagree with the decision to terminate your employment you may appeal. If you wish to appeal please write to Catrin Roberts, HR Services Manager, HR Direct, Denbighshire County Council, Wynnstay Road, Ruthin, LL15 1YN within 10 working days of receipt of this letter.

You were informed that internal council vacancies are advertised on the council's intranet and council posts that are open to the public as well as any member staff are on the council's website www.denbighshire.gov.uk. You are invited to continue to access both of these during your notice period in order to identify any suitable alternative posts. I will also ensure that your details are placed on the council's redeployment pool (held within HR Direct).

If applicable, if you have more than 2 years' service and are not successful in obtaining an alternative post within the council by the termination date of your contract, I will write to you with details of your redundancy/loss of office payment.

Please note that The Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999 (the Modification Order)" states that If an employee who is under notice of redundancy receives an offer of a job from another Modification Order body (e.g. another local authority), before the termination of his/her employment, and takes it up within 4 weeks of the end of the old employment, it will be deemed that there is no dismissal for redundancy purposes and you will not receive a redundancy/loss of office payment.

Employees, who upon leaving the employment of the council receive any form of compensation payment for loss of office, will not be re-employed by the council for the duration of the compensation payment; e.g., if a member of staff receives 18 weeks redundancy/loss of office payment, they cannot be re-employed by the council for 18 weeks after the termination date.

If you have any queries on the content of this letter please do not hesitate to contact me or HR Direct on telephone number 01824 706200.

Finally, I wish to inform that you will be invited to attend a further meeting at which I will be able to confirm the position regarding whether or not your contract will be extended beyond the expiry date of <insert expiry date of contract>.

Yours sincerely

<Signed by line manager, Position>

cc. HR Direct

*Extending Fixed Term Contract – please delete

*Line Manager to send HR Direct a copy of the Contract Change Form and HR Direct will inform payroll – please delete

Dear

Re: Extension of Fixed-Term Contract

I refer to our meeting on <insert date of meeting>, at which <insert name of employee's representative> was also present, to discuss the expiry of your fixed term contract on <insert expiry end date>.

As explained, you are aware, this position is <insert reason for fixed-term contract> and as such continuation beyond <insert expiry date of contract> would be subject to <insert reason>.

I can confirm that a decision has been taken to extend your contract beyond its current date, as <insert reason for extension – e.g. funding for the post of <insert post title> has been secured for the forthcoming six months>.

I wish to inform that I have completed the relevant paperwork and submitted this to HR Direct to notify them of the extension to your current contract of employment.

If you have any queries with regard to this letter please do not hesitate to contact me on <insert contact details>.

Yours sincerely

<Signed by line manager, Position>

cc. HR Direct

*Confirmation of Fixed Term to Permanent Status (after 4 years continuous service) – please delete

*Line manager to complete the CCF and send to HR Direct. HR Direct to send this letter – please delete

Dear

Re: Confirmation of Fixed Term to Permanent Status

Further to recent discussions, I am pleased to confirm that you now have permanent status with immediate effect.

The Fixed Term Employee (Prevention of Less Favourable Treatment) Regulations, 2002, state that where an employee has been employed on successive fixed term contracts for more than four years their contract will be considered permanent, unless there is objective justification for the continued use of a fixed term contract.

I will inform the Payroll department of this change. Your salary and all other terms and conditions of service will remain unaltered.

If you have any queries relating to this letter or any other matter, please do not hesitate to contact me on the above details.

I would like to take this opportunity to wish you all the best for your continued employment.

Yours sincerely

<Signed by HR Direct, Position>

cc. Payroll



Fixed Term Contracts Policy 18th January 2016

Equality Impact Assessment

Fixed Term Contracts Policy

Contact: Andrea Malam, Recruitment Specialist, HR

Direct

Updated: 18.01.2016

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

A revised policy

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 policy has been revised to ensure that no fixed term employee is treated less favourably than a permanent employee and to ensure compliance with the Fixed Term Employees Regulations 2002.

The revised policy now has two reasons for ending a fixed term contract - redundancy or some other substantial reason (SOSR). The policy also has template letters attached the ensure consistency and that the dismissal process is followed.

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

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

Yes

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)

An assessment of protected characteristics and the effects of this policy on those protected characteristics has been undertaken.

Consultation has taken place with the usual CJM and recognised trade unions.

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)

This policy has a neutral effect on all of the protected characteristics. The recruitment and selection policy will aid the recruitment process and ensure that discrimination does not take place at the recruitment stage. The two ticks process is also applied at the recruitment stage.

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)?

The policy may have a possible negative effect on female employees as DCC try avoid the renewal of successive fixed term contracts. Females are more liekly to take up a fixed term contract because of childcare reasons, however DCC also ensure that permanent status is given to employees who have over 4 years of successive fixed term contracts.

The policy may also have a negative impact on older employees as managers may not want to recruit an older person or someone who has continuous service because they will potentially be liable for paying a redundancy payment when the contract comes to an end or paying towards a pension strain etc. Failure to recruit older workers would be discriminatory if they are the best person for the job and would result in fewer workers with the potential know how.

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

No	Fixed term workers gain permanent status after 4 years of successive contracts so this would offer some protection for female employees and male employees are treated exactly the same.
	Under the recruitment and selection policy, managers must selection the best candidate for the job regardless of age and service.

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

No	The recruitment and selection policy ensures that managers
	score and select the best candidate for the post regardless of
	age or continuous service.

Action(s)	Owner	By when?

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.

Name of Lead Officer for Equality Impact Assessment	Date
Andrea Malam	18.01.2016



HR Direct

Standard Policy Statements

The following statements apply to all policies and procedures produced and agreed by HR for Denbighshire County Council including school specific documents unless otherwise stated on the document.

A - Z

Code of Conduct

Denbighshire has an adopted Code of Conduct and it applies to all employees.

The Code outlines existing laws, regulations and conditions of service and provides guidance to assist local authorities and their employees in their day-to-day work. It sets out the minimum standards of conduct and behaviour that should apply and be expected from the public, colleagues and the Council as a whole.

It use is intended to help maintain and improve standards and protect employees from misunderstanding or criticism.

It is recommended all employees read the Code of Conduct to familiarise themselves with the requirements placed on them by the Council.

There are many professions employed within the Council. As a professional, it is the employee's responsibility to adhere to the professional requirements determined within their Code of Conduct to ensure compliance.

Confidentiality

All parties involved need to respect confidentiality at all times. Information must not be shared with anyone except those directly involved. This does not preclude a confidential consultation with a friend, personal adviser, colleague or trade union representative for support. However, if information relating to the issue was shared inappropriately and was considered to be malicious, action may be required under the appropriate disciplinary policy.

All information will be held in accordance with the Data Protection Act 1998.

Disputes about the procedure

Any disagreements or grievances about the interpretation of the procedure, or the application of any related matters not covered in the procedure, must not delay the various elements of the Policy/Procedure or overall timetable determined as appropriate for handling any particular case.



Employment Legislation

Employment legislation sets out the statutory minimum standards of employment for workplaces required by law. The council's employee related policies are developed in line with current legislation and at the least meet the minimum standard set out in such legislation.

A list of key legislation considered is included below. Please note that this list is not exhaustive.

Human Rights Act 1998
Employment Act 2002
Employment Rights Act 1996
Equality Act 2010
Working Time Regulations 1998

Equality

In accordance with the Equality Act 2010 and in line with our Equality and Diversity Policy and Respect Booklet, no employee or job applicant will experience discrimination, harassment, victimisation or bullying, or receive less favourable treatment because of their age, disability, gender reassignment, marital or civil partnership status, race, pregnancy or maternity, religion or belief, sex, sexual orientation or caring responsibilities.

Ex-Employees

Should an ex-employee make the council aware of malpractice or an area of concern or raise a grievance, it is good practice to consider any issues and meeting with the individual to discuss further. A written response should be provided but there is no right of appeal.

Implied Terms & Conditions of Employment

All contracts of employment contain a range of express and implied terms.

Express terms: - these are terms which will usually be written, although they may have been agreed orally.

Implied terms: - these terms can be implied by what is known as the common law and by legislation. Implied terms in an employment contract are those which are not specifically agreed between the employer and employee.

Terms implied by the 'common law'

These include matters which are implied because of the conduct of the parties or because the term is something the parties would have intended when they entered into the contract. Terms can also be implied as a result of workplace customs. Examples include that the **employee will**:



- carry out reasonable, lawful instructions given by the employer
- provide personal service by not sub-contracting to another
- be ready and willing to work
- be reasonably competent
- take reasonable care of the employer's property
- behave with trust and confidence.

Other examples include that the employer will:

- provide reasonable working conditions and environment
- provide safe fellow employees, safe equipment, a safe working environment and a safe system of work
- behave with trust and confidence
- pay for work done if this is not explicitly agreed
- provide work
- handle grievances promptly
- protect employees from harassment and bullying.

Terms implied by statute

Other terms are implied by statute such as the national minimum wage, the right to a minimum period of notice, and a number of terms relating to health and safety. These will be implied into every contract of employment.

Investigation

When employee related issues arise, it may be necessary for the council/school to commission an investigation to determine the facts of the case.

The employee who is subject to the investigation will be given a copy of the Terms of Reference for the investigation and supplied with a copy of the Investigation Officer's report.

An employee, who has made a complaint which has resulted in an investigation, will be given a copy of the Terms of Reference for the report and supplied with a copy of the Investigation Officer's report.

Employees, who have participated in an investigation, will be given a copy of the Terms of Reference for the investigation but will not be supplied with a copy of the Investigation Officer's report.

Mediation

All organisations find themselves in employee relations situations and of course the best outcome is for issues not to arise in the first place, however it is inevitable that some of these issues will involve conflict between individuals, teams or the council.



The council will try and resolve workforce disputes at the earliest possible opportunity normally as part of an informal process prior to any formal proceedings taking place, but it can be as part of a formal process as well. Encouragement and support from the council to resolve things quickly and informally often stops a situation escalating out of all control and becoming unwieldy.

This is where mediation can be an invaluable tool, it gives the people involved an opportunity to resolve any issues themselves with the support of a mediator.

Meeting Arrangements and Requirements

Representation

An employee will have the right to be represented or accompanied at any formal part of the procedure by a Trade Union representative or workplace colleague. The employee will be informed of these rights prior to any formal interview.

Although the employee does not have the right to representation at informal meetings, the council will allow a Trade Union representative or workplace colleague to accompany employees to any informal meetings.

If the employee is not a member of a Trade Union they may request support from a member of HR Department or independent middle manager who can talk them through the procedure and provide advice on their rights. The HR member or manager will not however be able to attend any meetings with the employee and the employee should therefore seek support from a colleague if they wish to be accompanied. If the employee chooses to be accompanied by a colleague, the colleague must be an employee of the council.

An employee who has agreed to accompany a colleague at a grievance must be given reasonable amount of paid time off to fulfil that responsibility. This time will cover the meeting as well as reasonable preparation beforehand.

Trade Union representatives are also entitled to reasonable time off to fulfil their union duties as detailed in the Trade Union Facilities Agreement.

The companion, either Trade Union representative or work colleague, will have the right to address the meeting, put the employee's case, sum up and respond on the employee's behalf to any views expressed at the meeting, but does not have the right to answer questions for the employee. It is good practice to allow companions to ask questions and participate as fully as possible.

It will be up to the employee to arrange for someone to attend the meeting. Should their chosen companion not be available on the day of the meeting, then the employee can either:

- attend on their own
- arrange for someone else to accompany them or
- request a postponement



Postponement

An employee may request one reasonable postponement of a meeting in the following circumstances:

If the employee's chosen representative is not available on the original date, the council/school will postpone the meeting for up to five working days. In such cases the council/school will offer one alternative date. If the employee's representative remains unavailable for this alternative date, the employee will be expected to arrange an alternative representative or attend the meeting on their own as the meeting will go ahead.

In exceptional circumstances where the employee is unable to attend a meeting due to a situation beyond their control the council will offer one alternative date.

Failure to attend a Meeting

The employee will be advised in writing of the meeting details, time, date and location within the relevant notice timescale.

If the employee fails to attend a meeting or fails to provide at least 24 hours' notice of non-attendance to the invitee, prior to the meeting, the meeting will proceed in their absence. The employee's representative will have the opportunity to present the case on their behalf, and any submission by the employee or their representative will be considered.

A decision will be taken based on the information provided and the employee will be informed of the outcome of the meeting and their right to appeal (if applicable) in writing within 5 working days of the date of the meeting. In exceptional circumstances and by agreement with both parties this can be extended up to 10 working days.

Failure to attend a Meeting due to Sickness

An employee who is certified medically unfit to work will still be expected to attend the meeting. If the employee's medical condition is such that they believe they are unable to attend the meeting, they should contact their manager/Head Teacher immediately. In exceptional cases the advice of the Council's Occupational Health Advisor, an independent consultant, or GP (with the employee's consent) may be requested to advise on their medical fitness to attend the meeting. It is unlikely that stress related illness, attributed to the associated procedure, would be an acceptable reason for an employee not to attend a meeting. In such circumstances it is in the interests of the employee that the proceedings are completed as quickly as possible.

An employee is fit to attend if the following criteria are met:

- Employee has the ability to understand the issue being addressed
- Employee has the ability to distinguish right from wrong



- Employee is able to instruct a representative to represent their interests
- Employee is able to understand and follow the proceedings, if necessary with extra time and written explanation

The presence of a physical illness or a mental health problem is not a contraindication to attending if the above criteria are satisfied. It may be expected that attendance might cause some increased anxiety or stress in the short term, but that this would diminish once the hearing has taken place. Delaying such procedures is likely to adversely affect health issues in the longer term, even if the outcome of the hearing is not anticipated to be favourable to the employee. However, if the procedure is likely to cause mental ill health to such a degree that the individual could be a risk to themselves or others, the hearing should be delayed.

For physical health problems the individual should be fit enough to be present for the duration of the hearing without significant detriment to their health.

On the very rare occasions when an employee is unable to attend a meeting due to sickness, the council/school reserves the right to continue without unreasonable delay. For example, written submissions by the employee or their representative to present the case on their behalf.

Reasonable Adjustments

Provision will be made for any reasonable adjustments to accommodate the needs of a person at the meeting, provided reasonable notice is given to the manager/school prior to the meeting. This may include holding the meeting in an accessible venue, providing an interpreter, additional equipment or allowing extra breaks etc.

Occupational Health Department

The Occupational Health Department is available to offer confidential emotional support whilst proceedings are on-going. This is available to all concerned but does not include procedural advice or support at actual hearings or meetings.

Occupational health may also be required to provide an objective medical opinion on the employee's fitness to participate in any investigation or proceedings. Where an occupational health referral is arranged it is important that employees attend appointments as the advice is considered when deciding how best to manage the proceedings going forward.

There is a contractual obligation on employees to attend an Occupational Health Referral. Should the employee choose not to attend the organised referral meeting(s) or assessment(s), the council will continue proceedings and use the most up-to-date medical information it has.



<u>Stress</u>

What should happen if a person believes they are stressed?

Following a discussion with the manager, it may be appropriate for the employee to complete a Stress Questionnaire. Alternatively, the employee may wish to complete one themselves, without their supervisor/line manager's intervention.

This questionnaire is available from the Occupational Health Department, together with further advice on the outcome of the completed questionnaire and any support provision available from the council.

Suspension

There may be occasions where an employee should be suspended from work on full pay while an investigation into alleged misconduct is carried out. Suspension on full pay may be invoked prior to an investigation being carried out or at some point during the investigation if appropriate.

The employee will receive a full explanation of the reason for the suspension in writing within 3 working days of the decision to suspend and the suspension will be kept as short as possible.

The manager may refer the employee to Occupational Health for support at the onset and during the period of suspension.

It is not necessary to assume that suspension should automatically apply where allegations of gross misconduct have been made against an employee and the matter is under investigation. Suspension should only be considered when the following apply:

- The employee's presence could place the council at risk
- The employee's presence could impede the investigation
- The employee could possibly repeat the misconduct
- The employee may be subject to oral or physical abuse by other employees

As an alternative to suspension, an employee may be transferred on to other work in other departments at the discretion of council, during the investigation process.

When an employee is suspended, it carries no implication of guilt and is not part of the disciplinary process. It is important that an employee who is being suspended is not given the impression that they are being disciplined or dismissed at this stage.

Temporary Movement to Other Places of Work

During a formal investigation, it may be appropriate to consider offering temporary work in another area (department/service/school) to either the person making a complaint or the person against whom a complaint has been made or both in order to neutralise what might been a difficult working situation. Such an arrangement will only



last until the outcome of the complaint has been achieved and there will be no financial detriment to the persons(s) concerned.

Vexatious Claims

All complaints made in good faith under any of the council's policies will be treated seriously. However, any malicious or vexatious allegations made against another employee would be treated as a serious misconduct issue and dealt with under the appropriate disciplinary policy.

Victimisation

Victimisation occurs where less favourable treatment is given to those who bring proceedings, give evidence or information or allege breach of policy or relevant Professional Codes of Conduct.

Employees who make attempts or invoke procedures such as grievance or bullying and harassment as they have a genuine belief that they or a colleague have been subjected to inappropriate behaviour, should not receive less favourable treatment as a result.





CORPORATE GRIEVANCE POLICY

This document is subject to the policy statement included in the Employee Handbook

This document is subject to the standard policy statements

This policy has an appeals process applied to it - Corporate Appeals Process

To provide feedback on this document please click here

Date agreed	
&	
Implemented:	
Agreed by:	
Review date:	
Frequency:	

Ver	Status	Date	Reason for Change	Authorised

TIMESCALES

Employee raises informal grievance		
Grievance meeting arranged	Within 5 working days from receipt of the employee's informal grievance If further information/details/clarity is sought, then the meeting can be postponed and rearranged for a more suitable time	
Employee advised of outcome of grievance	Confirmation of outcome provided to employee within 5 working days of the grievance meeting	
Employee raises formal grievance		
Confirmation receipt of grievance	Within 5 working days of receiving the grievance	
ପ୍ର Gerievance meeting arranged ଦ	Within a reasonable time and not longer than 30 working days from receipt of the employee's grievance. If a lengthy investigation is required, this date should be within 10 working days of completion of the investigation.	
Employee informed of date of grievance	At least 5 working days before the grievance meeting	
Employee given copy of the investigation report	At least 2 working days before the grievance meeting	
Employee provides any additional paperwork for consideration	At least 2 working days before the grievance meeting	
If appropriate the meeting will be reconvened when an investigation is completed or further information and clarification is received	No set timescale	
Employee advised of outcome of grievance	Confirmation in writing within 5 working days of the grievance meeting	

^{*} Where working days are referenced this is based on a fulltime week (Mon-Fri) and not the contracted days of an employee

ROLES AND RESPONSIBILITIES

Employee responsibilities

- Ensure all forms and required paperwork is submitted within given timescales/deadlines.
- To contact their representative to inform them of meeting time, dates and locations to confirm their attendance.
- To be fully prepared for the grievance meeting and liaise with their representative prior to the meeting to ensure they are aware of their role.
- To co-operate and participate with the investigation or mediation process as fully as possible with the aim of resolving the grievance.

Manager responsibilities

- Ensuring that the procedure is followed and that timescales are adhered to, making sure that the employee is aware of these.
- Reminding the employee that they have the right to be accompanied and that they need to name their representative in advance of the meeting.
- Arranging for the Investigating Officer and any other relevant participants to be available to attend the meeting should further information or clarity be required.
- Keeping the employee informed of the progress of the grievance e.g. If the manager thinks it is appropriate to interview other staff members in relation to the grievance.
- Allowing the employee time to state their case clearly.
- Arranging for accurate notes to be taken during the meeting and typed up after the meeting.
- Informing the employee of the outcome as soon as possible, ensuring that all evidence has been carefully considered and confirming in writing, normally within 5 working days.
- Ensuring that the employee has been informed of their right to appeal to the decision.
- Making sure copies of all correspondence and notes relating to the case are sent to HR Direct.

HR Direct responsibilities

HR will not necessarily be in attendance at grievance meetings, although general support is available if required.

Support available

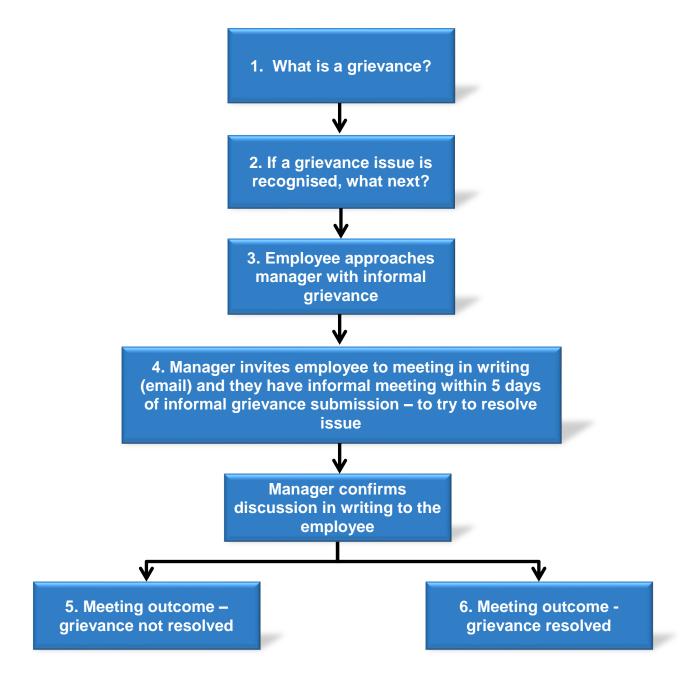
Support is available during the grievance process:

HR can provide support with procedural advice.

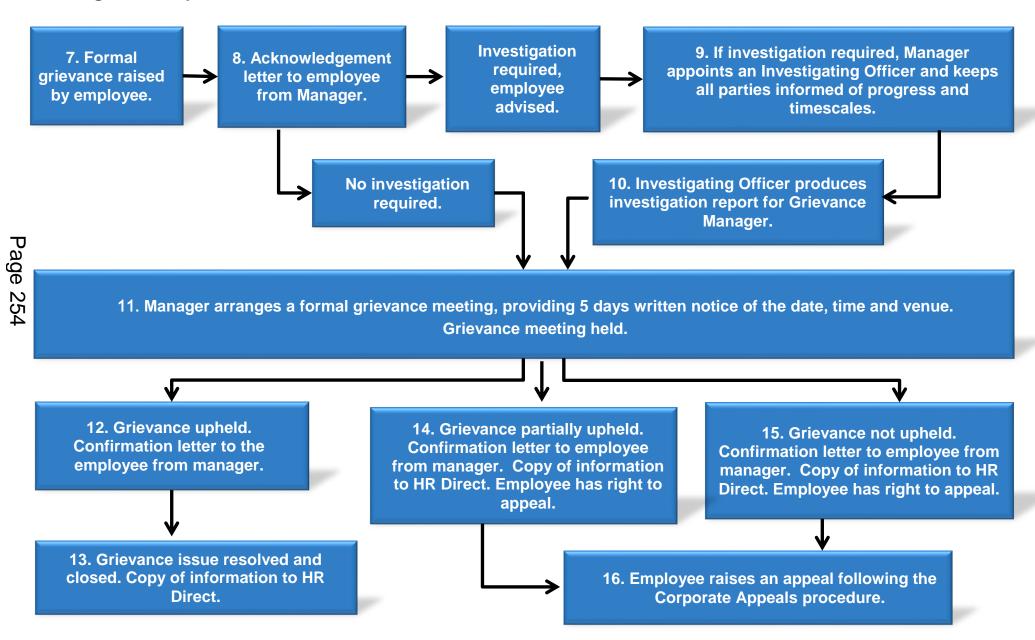
- Mediation can help resolve problems, particularly in the case of working relationships. Mediation helps employees resolve disputes and find ways of working together more effectively. It can be instigated at any stage of the informal or formal grievance process.
- Occupational Health can arrange counselling support during and after the grievance process.

This support can be beneficial to the following:

- The line manager, particularly if the grievance involves them.
- Other employees who may be named in the grievance or who may be required to take part in the investigation
- The team, where the grievance could impact on them. Team morale could be affected, or sickness absence as a result of the grievance could impact on staff resources.



Formal grievance procedure



Informal grievance procedure

1. What is a grievance?

An employee may raise a grievance if they have concerns in work regarding their work, working practices or working conditions. This procedure enables employees to raise concerns that they may have, including:

- Terms and conditions of employment
- Health and safety issues
- Complaints regarding the actions of colleagues
- Actions that could result in constructive dismissal
- Poor working environment
- Discrimination on the grounds of race, sex, disability, sexual orientation, age, religion or belief

This list is not exhaustive and is intended to provide guidance on the types of situation from which a grievance may arise.

A breakdown in colleague relationships should not be regarded as a reason for raising a grievance. In such circumstances employees are urged to find an amicable solution to resolve their issues.

2. If a grievance issue is recognised, what next?

If an employee believes that they have a valid grievance, then it is recommended the informal approach is tried in the first instance.

3. Employee approaches manager with informal grievance

Via the informal process, the employee approaches their manager to explain their issue(s) and details what their preferred outcomes would be. The manager may be made aware of the grievance issues due to verbal or written communication from the employee.

If the complaint is regarding the employee's line manager, then it is recommended the employee approaches the manager of their line manager.

4. Manager must invite employee to an informal meeting via email or letter. Manager and employee have informal meeting – within 5 working days of informal grievance submission – to try to resolve issue.

To allow problems to be dealt with quickly, employees should aim to resolve grievances informally during a discussion with their line manager wherever possible. If the grievance is as a result of an incident the line manager should aim to reply to the employee's concern within 5 working days of the discussion.

During the discussion, the manager should establish:

- The exact nature of the employee's grievance
- What steps the employee thinks that the manager can take to resolve the grievance

After the informal discussion with the employee, the manager should write to the employee setting out what has been discussed and agreed.

5. Meeting outcome - Grievance not resolved

If the employee is dissatisfied with what has been written and cannot reach a resolution to the grievance, they have the right to take the grievance to the formal stage. They should notify their manager of this within 10 working days of receipt of the letter using the formal Statement of grievance form. If the employee fails to do this then the grievance is concluded and the employee cannot raise the same issues again at a later date. (This does not prohibit employees from raising the same issue if was initially deemed to be resolved and subsequently reoccurs).

Once the Statement of grievance form has been received, the manager will need to write to the employee to acknowledge the grievance.

The manager will arrange a meeting with the employee and their representative within a reasonable time, usually within 10 working days, but no longer than 30 working days, to address and try to resolve the issue.

6. Meeting outcome - Grievance resolved

Manager and employee ensure agreed outcomes are implemented. When the matter is resolved at this stage, any notes taken should be retained for a period of 6 months (was 3).

Formal grievance procedure

7. Formal grievance raised by an employee

If an employee wants to raise a grievance they should do so by using the **Statement of Grievance Form**. If the complaint is regarding the employee's immediate line manager, then it is recommended the employee sends the completed form to the manager of the line manager.

Once the grievance has been received, the manager will need to write to the employee to acknowledge the grievance.

The manager will arrange a meeting with the employee and their representative within a reasonable time, usually within 10 working days, but no longer than 30 working days, to address and try to resolve the issue.

If the grievance involves the relationship between the employee and their immediate line manager, an impartial manager, appointed by the Head of Service should hear the grievance.

8. Acknowledgement letter to employee from manager - Employee advised if investigation is required

Once the grievance has been received, the manager will need to write to the employee to acknowledge the grievance.

The grievance meeting will be held within a reasonable timescale, usually within 10 working days of receipt of the grievance. However, if an investigation is required this timescale may be extended. Where possible, the grievance meeting will be held within 10 working days of the completion of the investigation in this case.

At least 5 working days prior to the meeting the employee will be:

given written notice of the meeting time and place via the Invitation to Grievance Meeting Letter

At least 2 working days prior to the meeting the employee will be provided with:

a copy of the investigation report

At least 2 working days prior to the meeting the employee will need to provide their manager with the following:

confirmation that they will be attending the meeting

the details of their representative

Please refer to representation section for further information.

9. If investigation is required, the manager appoints an investigating officer and keeps all parties informed of progress and timescales.

If necessary, an investigation may be carried out into issues raised within the grievance in line with the Council's Investigation Framework.

An independent Investigating Officer will be appointed by the manager to gather facts and information relating to the grievance.

The duration of the investigation will depend on the complexity and nature of the grievance, and evidence will be gathered from a number of sources in order to draw conclusions and recommendations to be included in their investigation report.

The employee will be kept informed by the manager of the likely timescales involved in the investigation process and given notice of the grievance meeting when the investigation is complete.

10. Investigating Officer produces investigation report for grievance manager

The investigation may be carried out into issues raised within the grievance in line with the Council's Investigation Framework.

Upon completion of the report, the Investigating Officer provides the investigation report for the manager and the manager organises a formal grievance meeting where the Investigating Officer will present the outcomes of the investigation.

At least 2 working days prior to the meeting the employee will be provided with a copy of the investigation report.

11. Manager arranges formal grievance meeting, confirming in writing date, time and venue Employee is given 5 working days' notice; copies of investigation report and any supporting paperwork are enclosed - Grievance meeting held

The manager arranges the meeting venue etc., sends out Invitation to Grievance Meeting letter to the employee and arranges for a note taker to be appointed to take accurate notes as a record of the meeting. The notes should be typed up within 5 working days of the grievance meeting taking place.

The grievance meeting will be held within a reasonable timescale, usually within 10 working days of receipt of the grievance. However, if an investigation is required this timescale may be extended. Where possible, the grievance meeting will be held within 10 working days of the completion of the investigation in this case.

At least 5 working days prior to the meeting the employee will be:

given written notice of the meeting time and place via the Invitation to Grievance Meeting Letter

At least 2 working days prior to the meeting the employee will be provided with:

a copy of the investigation report

At least 2 working days prior to the meeting the employee will need to provide their manager with the following:

- confirmation that they will be attending the meeting
- the details of their representative

If deemed appropriate, for example, if the issue is complex, a member from HR Direct may be in attendance at the meeting to offer advice and guidance; they will not attend to take notes.

The manager should prepare the meeting structure and list points they want to cover, liaising with HR if necessary for support or clarification of any points of the procedure.

The employee will be given at least 5 working days' notice of the meeting time and place in writing; their right to be accompanied at the meeting by a work colleague or an official employed by a trade union. See Representation.

During the grievance meeting the manager should consider that raising a grievance can be a distressing experience for an employee and they can become upset or distressed during the meeting. In such cases, allow time for the employee to regain composure; if necessary adjourn and reconvene at a later date.

All participants must behave in a professional manner, during the meeting frustrations and anger may be vented; however abusive language or behaviour should not be tolerated.

At the meeting the Investigating Officer will present the outcomes of the investigation.

Following the grievance meeting the manager will consider all the information provided and come to a decision.

The manager will write to the employee within 5 working days of the meeting outlining their decision in relation to the grievance.

Possible outcomes are:

- to uphold the employee's grievance
- to partially uphold the grievance
- not to uphold the employee's grievance

The employee should also be informed at this stage of their right to appeal this decision.

Copies of all notes and correspondence related to the grievance and decision should be forwarded to HR Direct for recording purposes.

12. Grievance upheld - Confirmation letter to employee from the manager

Should the manager conclude that the employee's grievance is upheld, then the outcome is to be confirmed in a letter to the employee, see Outcome of Grievance Meeting letter. The content of this letter will vary grievance to grievance, so the letter detail will vary accordingly.

13. Grievance issue resolved and closed - Copy of information to HR Direct

The employee and manager will work together to ensure the agreed outcomes are achieved and maintained. Copies of all paperwork relating to this grievance are required to be forwarded to HR Direct for recording purposes.

14. Grievance partially upheld - Confirmation letter to employee from the manager - Copy of information to HR Direct - Employee has right to appeal outcome

Should the manager conclude that the employee's grievance is partially upheld, then the outcome is to be confirmed in a letter to the employee, see Outcome of Grievance Meeting letter. The content of this letter will vary grievance to grievance, so the letter detail will vary accordingly.

Copies of all paperwork relating to this grievance are required to be forwarded to HR Direct for recording purposes.

15. Grievance not upheld - Confirmation letter to employee from the manager - Copy of information to HR Direct - Employee has right to appeal outcome

Should the manager conclude that the employee's grievance is not upheld, then the outcome is to be confirmed in a letter to the employee, see Outcome of Grievance Meeting letter. The content of this letter will vary grievance to grievance, so the letter detail will vary accordingly.

Copies of all paperwork relating to this grievance are required to be forwarded to HR Direct for recording purposes.

16. Employee raises an appeal following the Corporate Appeals Procedure

The employee has the right to appeal the outcome of the grievance. If they wish to do so, they are required to complete the Corporate Appeal form and forward to Catrin Roberts, HR Manager within 10 working days of the grievance outcome meeting.

Additional information

Representation

An employee will have the right to be represented or accompanied by a Trade Union representative or workplace colleague during any formal part of the procedure.

If the employee is not a member of a Trade Union they may request support from an HR Officer or independent middle manager who can talk them through the process and provide advice on their rights. The HR Officer or manager will not however be able to attend any meetings with the employee and the employee should therefore seek support from a colleague if they wish to have a representative with them. It will be up to the employee to arrange for someone to attend the meeting in this capacity.

The employee is required to name their representative in advance of the meeting. The representative can participate in the meeting, but they cannot answer questions on behalf of the employee.

It is the responsibility of the employee to ensure that their representative is available to attend the meeting.

If the employees chosen representative is not available on the date set for the meeting, the employee has the right to have the meeting postponed for up to five working days. It is expected that all reasonable steps will be taken to attend the rescheduled meeting. In such cases one alternative date will be offered by the Council which will as far as reasonably possible, take into account the availability of the chosen representative. Should the chosen representative remain unavailable for this alternative date, the employee will be expected to arrange an alternative representative.

In exceptional circumstances discretion may be applied to allow an employee to bring someone who does not fit in with the above classifications (Trade Union representative or workplace colleague), this may be a parent or carer. The circumstances of the case will be taken into account to assess the appropriateness of someone else attending as a companion.

Reasonable adjustments

Provision will be made for any reasonable adjustments to accommodate the needs of those attending the meeting. This may include holding the meeting in an accessible venue, providing an interpreter, additional equipment or allowing extra breaks etc. Reasonable notice is expected in order for suitable arrangements to be made.

Grievance raised during other proceedings e.g. disciplinary, redundancy etc

There may be occasions where an employee, who is subject to another procedure, raises a grievance. The way in which this is handled will depend on the facts of each case. An assessment of the facts should take into account how the grievance is related (if at all) to the matter in hand.

Whether or not the grievance and the ongoing case are associated will be determined by the appointed Deciding Officer of the case.

Where the grievance and the other case are related

In exceptional circumstances it may be appropriate to temporarily hold the ongoing proceedings while the grievance matter is investigated further. The aim here is to establish whether the complaint has a material impact on the case and eventual outcome.

Be mindful that other ongoing proceedings should not be delayed unnecessarily.

Where the grievance and the other case are not considered to be related

In such cases it is advised that both cases are dealt with separately and that they run concurrently. The proceedings of the case in question may not be impacted by the grievance raised and should therefore be able to continue as planned.

Refer to the Disciplinary procedure for details relating to the disciplinary process.

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Corporate Grievance policy 18.01.2016

Equality Impact Assessment

Corporate Grievance policy

Contact: Andrea Malam,

Updated: 26.05.2015

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

Revised policy

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?

Denbighshire County Council is legally obliged to have in place grievance procedures. The HR Direct team have identified that the Grievance policy is due for review and as such the content has been updated. This has prompted the completion of an Equality impact assessment.

The Council are committed to equality of opportunity at all times during the operation of the grievance procedure. This will ensure that employees are treated fairly and without discrimination on the grounds of their age, disability, gender reassignment, marital or civil partnership status, race, pregnancy or maternity, religion or belief, sex, sexual orientation or caring responsibilities.

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

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

Yes

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 policy has been taken to CJM for consultation with the recognised trade unions and the ACAS code of practice has been adhered to.

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)

The policy allows for reasonable adjustments to be made where required.

The policy takes into account those with a disability who may need a parent or carer in attendance during meetings. This is a variation on the protocol for employees who may chose either a Trade Union Official or employee representative as a companion.

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)?

The policy is designed to ensure fairness, therefore it does not have a disproportionate negative impact on protected characteristics.

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

Yes	The policy now makes reference to 'Reasonable
	adjustments'.

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

statement outlines the Council approach to things which are common to most policies. This doesn't currently cover equal ops Explore the possibility of including refer to the Council's commitment to equal opportunities here. Once this is done, review the location of the statement, as this not easy to locate. This should be easily accessible to all employees to ensure awareness of its contents.
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Action(s)	Owner	By when?
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Publish the 'Standard policy statement' and	Andrea Malam	On date of
ensure it is easily accessible		publication of the
		revised Grievance
		policy
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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	18.01.2017
Date:	

Name of Lead Officer for Equality Impact Assessment	Date
Andrea Malam	18.01.2016

Agenda Item 10

Report To: Cabinet

Date of Meeting: 29th March 2016

Lead Member / Officer: Councillor Julian Thompson-Hill / Richard Weigh, Chief

Finance Officer

Report Author: Steve Gadd, Chief Accountant

Title: Finance Report

1. What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2015/16. The report also provides a summary update of the Capital Plan as well as the Housing Revenue Account and Housing Capital Plan. The report also includes an update on the Final Settlement for the 2016/17 Budget.

2. What is the reason for making this report?

The purpose of the report is to provide an update on the council's current financial position.

3. What are the Recommendations?

Members note the budgets set for 2015/16 and progress against the agreed budget strategy.

Members approve the use of the underspend within the PFI and Capital Financing Budgets of £677k to set up a reserve to help mitigate the effects of future reductions in funding received from Welsh Government as part of the budget strategy for 2017/18.

Members note the update on the Final Settlement and approve the recommended use of the additional £6k in Welsh Government funding.

4. Report details

The report provides a summary of the council's revenue budget for 2015/16 detailed in **Appendix 1**. The council's net revenue budget is £185m (£188m in 14/15). The position on service and corporate budgets is a forecast underspend of £0.585m (£0.419m under at the end of January). Further narrative around the reasons for variances and the risks and assumptions underlying them are outlined below.

Savings of £7.3m were agreed as part of the budget and a summary of the savings is shown as **Appendix 2**. £6.647m (91%) of the savings have already been achieved. As reported previously, the majority of the remaining 9% of savings are projected to be achieved by 2016/17 at the latest.

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

Effective management of the council's revenue and capital budgets and delivery of the agreed budget strategy underpins activity in all areas, including corporate priorities.

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

Significant service narratives are shown in the following paragraphs. A number of services are currently projected to underspend and indications are included below as to how services may be planning to carry forward and utilise these resources in the new financial year. However full recommendations covering service proposals will be considered in more detail in the next finance report.

Children's Services – The service is currently expected to overspend by £326k (£308k overspend last month). As noted last month changes to high costs placements can have a significant impact financially. It is still hoped the service can reduce the current projected overspend before the end of the financial year, otherwise the pressure will be funded through the Specialist Placement Reserve.

Planning and Public Protection – The service is currently projected to underspend by £54k (£89k last month) largely due to the early implementation of agreed budget savings. The movement from last month is a result of legal costs relating to a planning application appeal that went against the Council.

Highways and Environmental Services – A number of risks and issues still exist within the service both in 2015/16 and beyond relating to Parking, School Transport, and the North and Mid Wales Trunk Road Agency. As reported in detail in previous reports management action has been identified to help mitigate these particular risks and the effects have also been offset by a number of underspends elsewhere within the service. The service is therefore currently still projected to overspend by £37k (£75k overspend reported last month). The movement relates to further careful management of discretionary expenditure across the service and revised assumptions around winter maintenance activity.

The effect of the severe wet weather at the end of December has left the Council with a backlog of maintenance required on the road network. A full assessment of the requirement is still to be finalised but is likely to be in excess of £250k. Welsh Government funding is being sought, however the work will be funded from the Severe Weather Reserve even if no external funding becomes available.

Legal, HR & Democratic Services – The service is now projected to overspend by £66k (£67k overspend last month). The majority of the overspend relates to staff exit costs which forms part of a restructure which will help the service modernise and become more resilient in the coming years.

Finance, Assets & Housing - The service is now projected to underspend by £18k (underspend of £24k last month) which relates to staff vacancies.

Business Improvement and Modernisation – The service is now projected to underspend by £321k (£126k underspend last month). £28k of the movement relates to the early identification of savings around the delivery of Business Planning across the Council, the full year budget saving will contribute to the target of £100k for 16/17. The remaining £167k relates to reduced ICT consultancy costs, additional credits received on communications contracts as well as a review of commitments held on the system. The service hopes to utilise the underspend to offset the costs of the planned service restructure within ICT, extend the temporary archivist role within Information Management and invest in staff training.

Communication, Marketing and Leisure – The service is currently projected to underspend by £55k (projected to break-even last month). £35k of the movement relates to a delay in procurement of equipment within the Youth Service, it is hoped the service can carry this underspend into next financial year to fund the outreach equipment. The remaining movement relates to a change in the projected timescale for the recruitment of a Leisure Centre Manager and the reduction of a number of small overspends.

School Improvement and Inclusion – The service is currently projected to underspend by £43k (£114k underspend reported last month). The movement of £71k relates to an increase in Out Of County costs. It is hoped that the remaining underspend can be utilised in future years to help fund the additional service requirements resulting from the draft Additional Learning Needs and Education Tribunal Bill which sets out proposals for a new legislative system for supporting children and young people, aged 0-25, who have additional learning needs.

Schools - The latest projection for school balances is £1.320m (£1.426m last month), which is a reduction of £2.218m on the balances brought forward from 2014/15 (£3.538m). Monitoring reports have been submitted to finance detailing the risks and assumptions that have informed the projections and summaries of plans in place for using reserves and/or dealing with projected deficits. The non-delegated budget is currently projected to overspend by £66k due to additional costs related to the expansion of Broadband in Schools. It is hoped this overspend will be offset by a reduction in historic pension costs, although these figures will not be known until the end of the financial year.

Economic and Business Development - The service is currently projected to underspend by £149k (£142k underspend last month). The underspend is due to a delay in project work within a number of areas as detailed in previous monitoring reports. There is no reduction in the number or scale of actions proposed in spending plans and costs are now expected to be incurred in the next financial year for which it is hoped the service will be able to carry forward appropriate funds.

Corporate – It is currently projected that there will be an underspend on Corporate budgets of £374k (£374k underspend last month).

During the year the budgetary position around the PFI buy-out has been kept under review and has indeed informed the release of budget savings for 2016/17. As we approach the end of the financial year it can now be confirmed that there will be an in-year underspend of £577k relating to these budget areas. Alongside this £100k underspend has been identified in the Capital Financing Budget due to a decrease in the need to borrow externally. It is recommended that this underspend of £677k be placed in a reserve to help mitigate the effects of future reductions in funding as identified in the latest Medium Term Financial Plan (MTFP). The former PFI budget will help contribute to efficiency targets as part of the budget for 2017/18.

As highlighted over recent months, the risk remains on corporate budgets around the likelihood of further contributions being levied to service the council's obligations (along with most others in the UK) in respect of the former Mutual Municipal Insurance Company. Councils were mutual members of the company and have inherited liabilities upon its winding up. The liabilities relate to historical claims. This follows £393k that was paid in 2014/15. No figures have been quoted as yet for the latest levy but the council's maximum exposure is £2.225m. Although we are not expecting notification of the financial obligation before March 2016, it is likely that the figure will be similar to that paid in 2014/15 and if so, it will be funded from the corporate budget.

Other Service Risks / Assumptions – Although other services are currently projected to break even, as always, there are a number of risks and assumptions that will be monitored closely over the coming months and reported to Members.

Corporate Plan cash reserves at the beginning of 2015/16 are £17.413m. Allowing for projected funding and expenditure during the year, the Corporate Plan reserve at the end of the year is estimated to be £2m.

A summary of the council's **Capital Plan** is enclosed as **Appendix 3**. The approved general capital plan is £45.4m with expenditure to date of £36.2m. Also included within Appendix 3 is the proposed expenditure of £24m in 2015/16 on the **Corporate Plan**. **Appendix 4** provides an update on the major projects included in the Capital Plan.

The **Housing Revenue Account (HRA).** The latest revenue position assumes an increase in balances at year end of £186k compared to a budgeted increase of £168k. HRA balances are forecast to be £2.037m at the end of the year. The Housing Capital Plan forecast expenditure is £5.6m. Any slippage in the capital plan will be rolled forward into the Housing Capital Plan for 2016/17.

Treasury Management – At the end of February the council's borrowing totalled £187.337m at an average rate of 5.01%. Investment balances were £9.4m at an average rate of 0.72%.

Budget Update – On 2nd March the Welsh Government published the Final Settlement for Local Government, which was approved by the Assembly on 10th March. As had been promised there was very little change between the

Draft and Final Settlements, however it did result in an additional £6k funding for Denbighshire. It is recommended that the additional £6k is added to the £480k Corporate Contingency for 2016/17 which can be used to help offset any delays in achievement of efficiencies.

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

A detailed impact assessment was produced as part of the budget setting process and was reported to Council in December 2014.

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

In addition to regular reports to the Corporate Governance Committee, the budget process was considered by CET, SLT, Cabinet Briefing and Council Briefing meetings. Specific proposals were reviewed by scrutiny committees and there was a public engagement exercise to consider the impact of budget proposals. The council consulted its partners through the joint Local Service Board and specific discussions took place with the Police. All members of staff were kept informed during the budget setting process and affected staff have been or will be fully consulted, in accordance with the council's HR policies and procedures. Trade Unions were consulted through the Local Joint Consultative Committee.

9. Chief Finance Officer Statement

It is important that services continue to manage budgets prudently and that any in-year surpluses are considered in the context of the medium-term financial position, particularly given the scale of budget reductions required over the coming two or three years.

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

This is the most challenging financial period the council has faced and failure to deliver the agreed budget strategy will put further pressure on services in the current and future financial years. Effective budget monitoring and control will help ensure that the financial strategy is achieved.

11. Power to make the Decision

Local authorities are required under Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs.



Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET 2015/16

	Net Budget	Bu	dget 2015/16		Projected Outturn					Variance		
Feb-16	2014/15	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	Previous Report
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Communication, Marketing & Leisure	5,727	10,704	-6,853	3,851	11,528	-7,732	3,796	824	-879	-55	-1.43%	0
Customers & Education Support	2,454	7,261	-1,918	5,343	8,015	-2,672	5,343	754	-754	0	0.00%	0
School Improvement & Inclusion	4,555	16,898	-12,989	3,909	17,225	-13,359	3,866	327	-370	-43	-1.10%	-114
Business Improvement & Modernisation	3,734	5,717	-1,680	4,037	6,133	-2,417	3,716	416	-737	-321	-7.95%	-126
Legal, HR & Democratic Services	2,395	3,473	-1,061	2,412	3,620	-1,142	2,478	147	-81	66	2.74%	67
Finance & Assets	8,354	10,906	-4,353	6,553	11,176	-4,641	6,535	270	-288	-18	-0.27%	-24
Highways & Environmental Services	18,829	33,692	-15,486	18,206	34,779	-16,536	18,243	1,087	-1,050	37	0.20%	75
Planning & Public Protection	2,480	3,790	-1,434	2,356	4,001	-1,699	2,302	211	-265	-54	-2.29%	-89
Community Support Services	32,269	46,112	-14,332	31,780	47,133	-15,353	31,780	1,021	-1,021	0	0.00%	0
Economic & Business Development	1,421	879	-80	799	813	-163	650	-66	-83	-149	-18.65%	-142
Children's Services	8,419	9,189	-896	8,293	9,574	-955	8,619	385	-59	326	3.93%	308
Total Services	90,637	148,621	-61,082	87,539	153,997	-66,669	87,328	5,376	-5,587	-211	-0.24%	-45
Corporate	16,142	45,620	-29,015	16,605	45,246	-29,015	16,231	-374	0	-374	-2.25%	-374
Precepts & Levies	4,342	4,361	0	4,361	4,361	0	4,361	0	0	0	0.00%	0
Capital Financing	13,330	12,945	0	12,945	12,945	0	12,945	0	0	0	0.00%	0
Total Corporate	33,814	62,926	-29,015	33,911	62,552	-29,015	33,537	-374	0	-374	-1.10%	-374
Council Services & Corporate Budget	124,451	211,547	-90,097	121,450	216,549	-95,684	120,865	5,002	-5,587	-585	-0.48%	-419
Schools & Non-delegated School Budgets	63,731	73,806	-10,500	63,306	75,409	-9,819	65,590	1,603	681	2,284	3.61%	2,181
Total Council Budget	100 102	205 252	100 507	194 756	201 059	-105 502	196 155	6 605	-4 006	1 600	0.92%	1 762
Total Council Budget	188,182	285,353	-100,597	184,756	291,958	-105,503	186,455	6,605	-4,906	1,699	0.9270	1,762
Housing Revenue Account	-163	13,441	-13,609	-168	13,565	-13,751	-186	124	-142	-18		-2

Appendix 2 Agreed Savings 2015/16

Agreed Savings by Service Area	STATUS	2015/16 £'000
Highways & Environment		
Street Cleansing - reduce activity	Achieved	100
Increase Cemetery Charges	Achieved	50
Reduce Rights of Way activity	Achieved	71
Reduce Road Safety Programme	Achieved	50
Reduce Street Lighting Inspections	Achieved	5
Introduce Charges for Green Waste	Achieved	400
Remove or reduce public transport subsidy	Achieved	166
Highways general maintenance review	Achieved	125
Reduce grounds maintenance activity	Achieved	40
Rationalisation of Countryside Services	Achieved	65
Communication, Marketing & Leisure		
Reduce spend on recruitment advertising in newspapers	Achieved	30
Stop production of paper version of County Voice	Achieved	19
Leisure Centres - further increase income and efficiency	In Progress	118
Rhyl Pavilion - restructure and introduction of transaction fees	Achieved	62
Youth Services - changes to open access programme	Achieved	28
Youth Services - staffing structure	Achieved	46
Remove subsidy from Scala Prestatyn	Achieved	40
Rationalise Tourist Information Centres - inc. changes to opening hours	Achieved	20
Introduce charges for the use of the Drift Park water play area in Rhyl and reduce the level of Lifeguard Cover on		48
	Achieved	48
the beaches from 2015/16	A . I I	4-
Increase income recharge or transfer Denbigh Town Hall	Achieved	17
Library Service - modernisation programme (Stage 1 - delete vacant posts, reduce book fund)	Achieved	130
Library Service (Ruthin Craft Centre - reduce subsidy)	Achieved	10
Education Support		
Remove historic contingency budgets	Achieved	78
Premises Budget - stop facilities management service provided to schools	Achieved	70
Clothing Grants - end council support with the option to pay passed to schools	Achieved	4
Remission claims - end council support with the option to pay passed to schools	Achieved	34
Governor Support - change the way support is provided	Achieved	31
Schools Delegated Budgets		
Demography reduction to reflect fall in pupil numbers	Achieved	242
Use of Corporate Plan additional funding to meet 1 % protection target	Achieved	581
School Inclusion		
Review Additional Learning Needs - removal of external chair moderation	Achieved	3
Behaviour Support - property savings from moving Project 11	Achieved	3
Specialist equipment - reduce budget to match expenditure	Achieved	5
Review Education Social Worker Service	Achieved	120
Review Educational Psychology Service	Achieved	30
Review of Counselling Service	Achieved	100
Reduce Recoupment Budget to match expenditure	Achieved	140
School Improvement Services		
Regional Consortium Office costs - renegotiate costs	Achieved	30
School Library Service - stop the service	Achieved	45
Music Service - end the agreement with William Mathias	Achieved	103
School improvement discretionary subsidies - remove to match demand	Achieved	141
·	Achieved	23
Outdoor pursuits SLA - involves transferring the cost to schools	Achieved	23
Customer Services Website Advertising - scope for additional income	Achieved	10
Rhyl One Stop Shop Review	Achieved	100
Finance & Assets		
Finance - modernisation and efficiency	Achieved	60
Finance - external funding team, removal of base budget	Achieved	65
Property - Office Accommodation Rationalisation	In Progress	100
Property - management restructure	Achieved	80
Reduce the Miscellaneous Property Portfolio	Achieved	20
. ,		48
Property School Facilities Management Agreement	Achieved	. 4

Agreed Savings by Service Area	STATUS	2015/16 £'000
Revenues & Benefits Commercial Partnership	Achieved	80
Corporate Control Singuistics 8, DSI	A alai ayya al	050
Capital Financing & PFI	Achieved	650
Energy Efficiency - result of lower consumption and price increases	Achieved	300
Removal of contingency budgets	Achieved	50
Corporate Complaints - provision to be considered as part of the wider corporate review of support/business services	Review	40
ser vices		
Business Improvement & Modernisation		
Community Safety Partnership - review contribution	Achieved	5
Information Management - service redesign	Achieved	50
Corporate Improvement Team (corporate review of support/business services)	Review	180
Corporate Project Team - increase external charges	Achieved	10
Partnerships & Communities Team	Achieved	30
Internal Audit	Achieved	75
Local & Domographic Comises		
Legal & Democratic Services Reduce the Number of Committee Meetings - saving on travel costs	Achieved	2
	Achieved	5
Reduction of Civics budget	Achieved	3
Strategic HR	Λ ala: a a al	50
Not replacing Head of Service	Achieved	50
Staff Training & Development - greater use of e-learning etc	Achieved	15
Adult & Business Services		
PARIS - electronic Domiciliary Care Invoices	Achieved	37
Receivership	Achieved	13
Cefndy Healthcare	Achieved	71
Workforce Development	Achieved	75
Restructure of Locality Services	Achieved	100
Benefits & Welfare Advice Service Review	In Progress	200
Children & Family Services		
Staffing Budgets - realign to current requirement	Achieved	150
ICT Desktop Budget	Achieved	
	Achieved	10
Young Carers - revised contribution to regional service Children with Disabilities - reduction to equipment budget to match spend	Achieved	6
		10
Adoption support costs	Achieved Achieved	20 10
National Youth Advocacy Contract		
Child Protection Training Parental contributions for services provided for Children with Disabilities	Achieved Achieved	10 50
a cital contributions for services provided for citiaten with bisabilities	, (3) 113 V G G	30
Planning & Public Protection		
Development Management - increase income revenue for pre application advice	Achieved	45
Public Protection - closure of Pest Control Service	Achieved	95
Pollution Control - review to consider minimum level of provision	Achieved	20
Trading Standards - stop providing consumer advice	Achieved	45
Housing & Community Development		
HRA Recharges - increase costs funded by the Housing Revenue Account	Achieved	270
Remove Town & Area Plan Budgets	Achieved	356
Reduce Core Project/Development Budget	Achieved	159
Reduce Core Project/Development Budget Reduce staffing budget - deletion of a vacant post	Achieved	42
Reduce non-staffing elements throughout the Economic & Business Development Budget	Achieved	43
Total Agreed Savings 2015/16		7,285

Summary:	£'000	%
Savings Achieved/Replaced	6,647	91
Savings In Progress/Being Reviewed	638	9
Savings Not Achieved or Deferred and not replaced	0	0
Total	7,285	_

Denbighshire County Council - Capital Plan 2015/16 - 2018/19 Position to end February 2016

APPENDIX 3

	General Capital Plan		2015/16	2016/17	2017/18	2018/19
	-		£000s	£000s	£000s	£000s
	Capital Expenditure					
	<u> </u>	Total Estimated Payments - General	21,189	10,166	171	17
		Total Estimated Payments - Corporate Plan	23,999	16,167	5,008	454
		Contingency	292	500	500	500
		Total	45,480	26,833	5,679	1,125
	Capital Financing					
1	External Funding		14,599	9,657	7,303	5,055
2	Receipts and Reserves		13,023	10,463	658	
3	Prudential Borrowing		17,858	6,713	2,086	438
5	Unallocated Funding		(0)	0	(4,368)	(4,368
		Total Capital Financing	45,480	26,833	5,679	1,125

	Total Capital Financing	45,480	26,833	5,679	1,125
Corporate Plan Revised February 2016		£000s	£000s	£000s	£000s
nevised rebidary 2010		20005	20005	20005	20005
Approved Capital Expenditure	Cefndy Healthcare Investment Extra Care	30 799	110		
included in above plan	Highways Maintenance and bridges Feasibility Study - New Ruthin School	2,881 92	2,550 526		
	Feasibility Study - Carreg Emlyn Llanfair/Pentrecelyn Area School	194 74	184 409		
	Rhyl High School Ysgol Bro Dyfrdwy - Dee Valley West Review	16,039 4	2,935	332	
	Bodnant Community School Ysgol Glan Clwyd	2,606 1,248	277 9,176	61 4,615	454
	Faith Based Secondary	32	3,	.,0.0	
Estimated Capital Expenditure		0	14,965	24,745	23,165
	Total Estimated Payments	23,999	31,132	29,753	23,619
Approved Capital Funding	External Funding	3,002 9,844	2,763	2,435 658	187
included in above plan	Receipts and Reserves Prudential Borrowing	9,844 11,153	7,441 5,963	1,915	267
Estimated Capital Funding	External Funding	0	7,507	9,682	17,166
	Receipts and Reserves Prudential Borrowing	0	1,361 6,097	2,966 12,097	600 5,399
	Total Estimated Funding	23,999	31,132	29,753	23,619

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Appendix 4 - Major Capital Projects Update February 2016

Rhyl Harbour Development

Total Budget	£10.762m
Expenditure to date	£10.579m
Estimated remaining spend in 2015/16	£ 0.183m
Future Years estimated spend	£ Nil
Funding	WG £2.733m; WEFO £5.950m; Sustrans £0.700m: RWE £155k; WREN £83k and DCC £1.141m
Comments	Programme
	Work is on-going to rectify any remaining defects associated with works undertaken at the harbour, which includes a review of the current maintenance schedule for the bridge.
	The works to protect the base of the new quay wall were due to commence on 14 th March 2016.
Forecast In Year Expenditure 15/16	£0.327m

21st Century Schools Programme – Bodnant Community School Extension and Refurbishment

Total Budget	£3.581m
Expenditure to date	£2.190m
Estimated remaining spend in 15/16	£1.048m
Future Years estimated spend	£0.343m
Funding	WG £1.687m, DCC £1.894m
Comments	Bodnant Community School
	This scheme is one of five projects within the Band
	A proposals for 21st Century Schools
	Programme.
	The project will build 7 classrooms, a new school
	hall and supporting facilities on the current
	Juniors site. This will allow the Infants pupils to
	move to the Juniors site and the school to
	operate on a single site. The Infants site will then
	become surplus to requirements.
	become surplus to requirements.
	Following installation of the render, work has started on the external areas. Internally, the 2 nd
	plumbing fix, installation of fixtures and fittings has
	also commenced.
	The project is on schedule to be delivered in
	readiness for the start of the new school year in
	September 2016.
Forecast In Year Expenditure 15/16	£2.746m

21st Century Schools Programme - Rhyl New School

Total Budget	£24.586m
Expenditure to date	£18.959m
Estimated remaining spend in 15/16	£ 2.350m
Future Years estimated spend	£ 3.277m
Funding	DCC £12.293m; WG £12.293m
Comments	The project will provide a new school building for Rhyl
	High School to serve up to 1,200 pupils in mainstream
	education whilst also housing approximately 45 pupils
	from Ysgol Tir Morfa, the community special school in Rhyl. The school building and hard external spaces for
	the pupils were handed over on 14 th March 2016. Any
	remedial works will be carried out over the following
	three weeks.
	The ICT and stage sound and lighting are currently being
	installed. BT have commenced work to complete the
	fibre connection for the site.
	Preparations are being made for the decant from the old
	school building and for the decant of the cohort of Ysgol
	Tir Morfa pupils during March and early April.
	The state of the s
	The external works are now well underway; the elevated
	link between the school and the leisure centre has been
	installed, the works to the main entrance and car
	parking are taking place and areas of hard landscaping
	adjacent to the school are being formed. The sides and
	roof of the new PE classroom have now been built and
	the brickwork has commenced. The recladding works to
	the side of the pool hall are substantially complete.
	Works to the entrance of the leisure centre will follow
	after the handover of the old school building to the
	Contractor in April. From an initial investigation it is
	likely that there will be asbestos to remove from the old
	school before it can be demolished.
	The pupils are due to start the summer term in the new
	school on 13 th April 2016, and then works to demolish
	the existing school buildings and reinstate the grounds
	will commence.
	The anticipated completion date of the project is August
	2016. There is ongoing consultation with key
	stakeholders.
	Stationario.
Forecast In Year Expenditure 15/16	£16.031m

21st Century Schools Programme – Ysgol Glan Clwyd

Total Budget	£15.900m
Expenditure to date	£ 1.750m
Estimated remaining spend in 15/16	£ 0.457m
Future Years estimated spend	£13.693m
Funding	DCC £8.410m; WG £7.490m
Comments	This scheme is one of five projects within the Band A proposals for 21st Century Schools Programme. The project will deliver an extended and refurbished Ysgol Glan Clwyd to accommodate a long term capacity of up to 1250 pupils via a new three storey extension, partial demolition of existing buildings and refurbishment of the retained buildings. The project will also see extensive landscaping, with creation of new outdoor hard & soft landscaped areas including a new sports field, extended and rationalised car park and coach parking.
	The wet weather has caused some issues with completing the bulk muck shift, getting the new drainage and attenuation in and completing works to the new visitor car park. Works to the visitor car park have also been affected by the discovery of an uncharted gas pipe which needed diverting and capping. Despite the weather, progress has been made on the programme and where possible the Contractor has attempted to minimise any delays by working on weekends and amending the methods of working.
	The Contractor is still reporting hand over of the new build extension on target. However the new visitor's car park will not now be ready until early April; this item is not on the critical path of the programme. A major milestone, the start of the erection of the steel frame commenced on 10 th March 2016 The new build three storey extension is due for completion in December 2016 with the demolition and refurbishment of the retained buildings being delivered in a number of phases from January 2017, with final completion by the end of September 2017.
	There is ongoing consultation with all key stakeholders including all users of the site. In addition, regular updates via newsletters are distributed locally. The project team are working with the school and wider community to engage with them to develop and deliver a number of community benefits. Most recently groups of Year 12 & 13 students were taken to see the steel frame being designed and fabricated at the Evadx factory in Kinmel Bay.
Forecast In Year Expenditure 15/16	£1.248m

21st Century Schools Programme – Ruthin Primary Schools

Total Budget	£1.585m (Feasibility/Design)
Expenditure to date	£0.287m
Estimated remaining spend in 15/16	£0.179m
Future Years estimated spend	£1.119m (Feasibility/Design)
Funding	DCC £1.585m
Comments	Denbighshire received permission to extend the scope of
	the 21 st Century Schools Programme to include the three
	Ruthin primary school projects in September 2015. In
	January 2016, the Strategic Outline Case for the three
	projects was approved by the Welsh Government. The
	next stage in the Welsh Government approval process
	will be submitted in the coming months. On-going work
	has enabled firm project costs, including contingency
	funding, to be established for the Glasdir project and
	Ysgol Carreg Emlyn. Subject to the necessary approvals,
	this will enable both schemes to proceed and to be
	operational from September 2017.
	A review is also taking place of the new school building
	for the new area school for Llanfair/Pentrecelyn. When
	the costs associated with a preferred site are confirmed,
	the proposal will be reviewed by the Strategic
	Investment Group.
	Rhos Street School and Ysgol Penbarras
	This project will deliver a new shared school building site
	for Rhos Street School and Ysgol Penbarras at Glasdir,
	Ruthin.
	T. Carlon III
	Wynne Construction have now been appointed to
	proceed with the design works. This will build upon the
	discussions which have taken place with the two schools
	over the last 12 months to develop an outline scheme
	for the shared site.
	To the shared site.
	It is anticipated that this work will enable a planning
	application to be submitted around the beginning of
	May 2016. There will be pre-application consultation
	with the community.
	Ysgol Carreg Emlyn
	This project will deliver a pour sebael building agreenting
	This project will deliver a new school building comprising
	4 classrooms, a new school hall and supporting facilities.

Forecast In Year Expenditure 15/16	£0.360m
	to assess access to the new school.
	Discussions are on-going to confirm a preferred site and
	Llanfair and Pentrecelyn
	date for the new building is September 2017.
	the landowner have taken place. The target completion
	A preferred site has been selected and negotiations with
	team.
	and the community to inform and guide the design
	2016. Meetings have taken place with staff, governors
	for a planning application to be submitted during March
	Work is on-going to progress the detailed design ready
	surplus to requirements.
	onto a single site. Both existing sites will then become
	This will allow pupils to move from the two existing sites

West Rhyl Coastal Development Phase 3

Total Budget	£5.339m
Expenditure to date	£5.426m
Estimated remaining spend in 15/16	£0.173m
Future Years estimated spend	£0.012m
Funding	DCC £0.574m; WG/WEFO £4.347m; WG £0.198m;
	Town Plans/Town Council £0.220m
Comments	This coastal defence scheme is the final phase of works
	designed to protect 2,700 properties from coastal
	flooding.
	The coastal defence works are now operationally
	complete.
	The final account has been agreed with the main
	contractor.
	Anti-skid surfacing is still on-going and weather
	dependent. Following completion of this work, the
	benches will be installed.
	The Welsh Government have been approached with a
	view to agreement of additional funding for the sea
	defence works.
Forecast In Year Expenditure 15/16	£2.576m



Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
26 April	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Members Involvement in Appeals	To consider members involvement in appeals	Yes	Cllr Barbara Smith / Andrea Malam
	3	Adult Social Care Charging Policy Arrangements	To consider the report with a view to agreeing the amendments to the policy for consultation with Service Users	Yes	Cllr Bobby Feeley / Phil Gilroy
	4	Officers Scheme of Delegation	To approve amendments to the scheme	Yes	Cllr Barbara Smith/Gary Williams/Lisa Jones
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
24 May	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Adult Social Care Charging Policy Arrangements	To consider the report with a view to agreeing the	Yes	Cllr Bobby Feeley / Phil Gilroy

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			amendments to the policy for consultation with Service Users		
	3	Former North Wales Hospital, Denbigh - Compulsory Purchase Order	Authorisation to take possession of the site	Yes	Councillor David Smith / Graham Boase / Gareth Roberts
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
28 June	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Corporate Plan Performance Report 2015/16 Q4	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson- Hill / Liz Grieve
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
26 July	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Note for officers - Cabinet Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
April	12 April	May	10 May	June	14 June

<u>Updated 18/03/16 - KEJ</u>

Cabinet Forward Work Programme.doc

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