

**PERFORMANCE SCRUTINY COMMITTEE**

Minutes of the Performance Scrutiny Committee held in the Council Chamber, Russell House, Rhyl on Thursday, 21<sup>st</sup> July, 2011 at 9.30 a.m.

**PRESENT**

Councillors G.C. Evans, R.L. Feeley (Chair), G.A. Green, I.A. Gunning, C. Hughes and H.L.I. Jones.

**ALSO PRESENT**

Property Manager (CD), Strategic Assets Team Manager (DL), Head of Customer Care (CS), Corporate Complaints Officer (SG), Head of Internal Audit Services (IB), Corporate Improvement Manager (TW), Democratic Services Manager (SP) and Committee Administrator (EC)

**1. APOLOGIES**

Councillors M.J. Eckersley and T.R. Hughes

Corporate Director: Business Transformation and Regeneration

**2. DECLARATIONS OF INTEREST**

None declared

**3. URGENT MATTERS AS AGREED BY THE CHAIR**

No items raised.

**4. MINUTES**

The minutes of the Performance Scrutiny Committee meeting held on Thursday 19<sup>th</sup> May 2011 (previously circulated) were submitted.

Matters Arising

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In referring to the committee's 'Service Leads', which had been agreed prior to his appointment as a member of the committee, Councillor G. A. Green requested that the list be revised in light of him replacing Councillor J. Cahill on the committee who

had been named as 'Children and Family Services' Lead. He felt his knowledge and experience could be better applied to another area. The committee would revisit the list later in the course of the meeting.

Members were encouraged to attend the Fynnon Performance Management training session scheduled for 29<sup>th</sup> July at Ysgol Brynhyfryd.

#### **Page 4**

RUTHIN CRAFT CENTRE – the Chair referred to the recent visit to the Craft Centre by the Welsh Minister. In light of the service he and his party had received – the North Wales Regional Director of the Arts Council for Wales, had written a letter of accolade to the Chief Executive of the Council. The committee supported the Chair in her proposal to formally write to the Craft Centre staff to add their congratulations.

Members were referred to appendix 3 (of item 7- Scrutiny Work Programme) to the minutes of the Informal Session held in Conference Room 1A, County Hall, Ruthin on Thursday 30<sup>th</sup> June 2011 at 9.30 a.m. for information.

**RESOLVED** *that the minutes be approved as a true and accurate record*

#### **5. FINANCE AND ASSETS / PROPERTY / ASSET REVIEW**

The Property Manager (PM) together with the Strategic Assets Team Manager (SA:TM) delivered the report (previously circulated) which provided Members with an overview on the main items of the review, which were: Office rationalisation, asset disposals and the consequential financial service related implications.

The officers urged members to be clear about their future needs for performance scrutiny of asset management in terms of submitting reports and the content sought.

During the consideration of the report, some fundamental items were highlighted, as follows:

- the term 'Disposal' was not to be confused only with selling, it could also refer to the 'removal of liability of a property cost' e.g. third party lease
- the Council was currently working with an 'unsustainable property portfolio' and the reason for reviewing the portfolio and looking at capital receipts and efficiencies etc
- the reviews of office accommodation were focussed on looking at a building's condition and particular service requirements, then utilising the space available in the most efficient way possible - this included 'work smart' assessments
- The office moves in the Rhyl buildings would link into the regeneration programme
- Officers were pleased to report excellent feedback for the moves completed to date and also noted that a very thorough consultation process had been carried out including one-to-one meetings with staff and the use of questionnaires
- The SA:TM anticipated a significant impact on the move of Trem Clwyd staff which they aimed to minimise by working closely with the Heads of Service involved and looking at staggering the moves where possible

- members were reminded that the key focus should be on tackling the 'unsustainable property portfolio' and the committee should decide if the measures included in the 'tracking document' (appendix 1, page 7) were appropriate for members to monitor the progress of this fundamental issue
- The Corporate Improvement Manager (CIM) agreed to liaise with the Asset Management team to begin incorporating performance data and indicators into the Fynnon system

Concerns were raised regarding a number of issues derived from the report and ensuing debate and as a result, members:

- agreed that a shortage of car-parking spaces from the office relocations could cause problems and work on this should be prioritised. Members supported the Officers in working towards the best outcome in the review which was currently underway which would assess the parking trends and needs of each service area and attempt to offer solutions for consultation based on those findings
- Felt that information sharing between councillors and officers was vital and would help address the issue of unfounded rumours circulating and causing further concern. Officers and members would use the 'Area Member Groups' as an important mechanism for communication whenever necessary. Members were also encouraged to contact the PM directly with any significant concerns
- Agreed with officers' intentions to propose that ICT include potential staff reorganisation and subsequent office space requirements in the IT strategy that was currently under development. The PM would also liaise with the Head of Customer Services to attempt to iron out any immediate concerns
- Urged the officers to communicate the latest position of the office moves and felt revised service locations needed to be communicated to all staff and elected members. The officers therefore agreed to release a 'position statement' in August to inform of where staff and services were located
- Decided that, moving forward, all targets for efficiencies related to the Office Accommodation Review set via the Business Transformation Programme Board should be included on the Fynnon Performance Management system in order that progress could be scrutinised by Members using Ffynnon.

10.45 a.m. – Councillor C. Hughes arrived at this juncture

## **PART II**

### **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 item of business on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972

Members were referred to appendix 2 of the report and taken through a disposal schedule - anticipated capital receipts 2011/12.

During the ensuing debate, Members queried whether local members were always adequately informed and the SA:TM reported that officers could take asset issues including disposals to the Area Elected Member Groups whenever appropriate.

## **PART I**

Following further discussion, and in summary, it was:-

**RESOLVED** – *that the Performance Scrutiny Committee*

- (a) Recommends that elected Members should be consulted or notified of asset issues particularly disposals and relocation of staff and services, and that the Area Elected Member Groups be used to convey information relevant to the local members,*
- (b) supports the proposal that the Asset Management team releases a ‘position statement’ informing all staff and elected members of the revised locations of each service area,*
- (c) agrees that the objectives and performance indicators set in aiming to achieve a sustainable property portfolio should be incorporated into the Fynnon performance management system to enable members to monitor their progress frequently*
- (d) commends the Property Manager and Strategic Assets Team Manager for their efforts and on the positive feedback received from staff and agrees to consider further progress reports at a later date.*

## **6. PERFORMANCE STANDARDS REVEALED THROUGH THE COMPLAINTS PROCESS**

The Head of Customer Care (H:CC) and Corporate Complaints Officer (CCO) delivered the report (previously circulated) which had historically been submitted to the Corporate Governance Committee to provide a trend analysis of feedback received during each quarter received via the council’s customer feedback policy ‘Your Voice’.

In light of the recent informal review of the Corporate Governance Committee’s terms of reference, and alongside the introduction of the new Scrutiny structure, the Performance Scrutiny Committee appeared to be the appropriate committee to consider performance-related issues arising from the complaints process.

Members were provided with background details on the ‘Your Voice’ policy, which was implemented in 2009 and then taken through the report with a view to agreeing the type of information that Members would like to see in future.

The HCC went on to report the key finding for the quarter (quarter 4), including an overview analysis, data on complaints as categorised (appendix 1) and data on complaint response times (appendix 2). During the consideration of the report and ensuing discussion, some key points were raised, which included:

- In referring to the complaints categories, and further sub-categories outlined in appendix 1, the intention was to review these sub categories to provide a clearer picture of the nature of the complaints - which members welcomed
- Members were keen to establish 'causation factors' behind the complaints which would enable them to develop an 'outcome based' approach
- The HCC agreed to liaise with the CIM to discuss inputting the data already gathered on complaints received in previous years into the Fynnon system for trend analysis, they would also discuss the best way forward to utilise the Fynnon system in conjunction with monitoring and analysing the findings from 'your voice'
- Front line Customer Relationships Management (CRM) staff were often faced with complaints where the party responsible was not linked to Denbighshire County Council, where possible the CRM staff would endeavour to update the complainant on the progress made through the external organisation, however, it was important to distinguish between enquiries and actual complaints
- Any Complaints against elected members would not included in 'your voice', as they would be dealt with under the Council's Code of Conduct for Members and possibly by the Standards Committee
- Members felt strongly that the complaint response timescales (item 5.2.1) should be adhered to. They felt there was no justifiable excuse not to at least respond within these times if only to provide an update and assurance that a complaint was being dealt with. They were disappointed to see that a number of service areas had failed to do so and felt that a response target of 100% should be set. Any service areas which failed to adhere would be called to account
- The HCC explained the process of investigating complaints where there may be need to make judgements rather than rely on 'facts', Members were satisfied with this process
- Some Members felt it was important to distinguish which of the complaints about social services were related to Children's Services
- Whilst the Your Voice policy was very effective in obtaining data on complaints, officers noted that both Lifelong Learning and Social Services also had their own complaints management process, often involving an independent panel. This meant a lot of specific complaints were not recorded by the CRM staff and consequentially not included in 'your voice'. The HCC agreed to liaise with Social Services to seek a way to combine the details of the complaints received and share information, she would advise members accordingly
- Members felt it was important to meet and discuss the complaints feedback policy on a quarterly basis

**RESOLVED** – that the Performance Scrutiny Committee:-

- (a) *Should receive reports on the feedback received through the complaints policy 'your voice' on a quarterly basis, and in addition requests that the Head of Customer Services /Care liaise closely with the Corporate Improvement Manager in linking the feedback received and historic data to the 'Fynnon' Performance Management System to aid trend analysis*
- (b) *Supports the Corporate Complaints Officer in his review of the 'Your Voice' complaint categories and sub categories in seeking to make the information more meaningful and help identify areas of concern, and that the Head of Customer Care approaches the dedicated Social Services Complaints Officer to seek an information sharing arrangement*

- (c) *Requests that the complaint response timescales set out in the 'Your Voice' guidelines should be enforced by setting a benchmark target of 100% compliance for all Heads of Service to adhere to*
- (d) *Agrees that the future quarterly reports include a 'RAG' risk analysis of complaints that were upheld or partially upheld in order to better determine if further action was required*

## **7. SCRUTINY WORK PROGRAMME**

The Committee considered their forward work programme (previously circulated) which included a copy of the latest Cabinet Work Programme and an update on relevant issues. The following items were agreed:

- that the Lead Member for Education be invited to attend the next meeting on 8<sup>th</sup> September to discuss education matters
- that the item 'Estyn Inspection Arrangements of Spring 2012' be extended in time allocation to allow for a lengthy question and answer session on the 8<sup>th</sup> September. It was noted, however, that the summer examination results might not be available in time for inclusion in this meeting
- appointments were made for selected members to represent the committee on a number of boards and groups, as detailed below
- following a brief discussion on referral of significant items to Cabinet and the importance of gaining a formal response from Cabinet on appropriate issues, members agreed it would be helpful if the Scrutiny Chairs and Vice Chairs Group could consider advising the scrutiny committees to produce a summary of their recommendations for Cabinet and highlighting important issues that Cabinet were being requested to respond to.

Further items were discussed as follows:

The Fynnon system, which was to become an important information source for members to monitor performance, at present did not include data on each high school. The CIM agreed to liaise with Tîm Data (the Council's education data team) and report progress to the Committee.

In referring to the Cabinet work programme, members raised a query with regard to the 21<sup>st</sup> Century Schools plans. The Democratic Service Manager agreed inform the Leader of the Committee's question; namely what does Cabinet consider the impact would be of the loss of 21st Century Schools funding on Denbighshire's modernising education programme (including the Ysgol Gwaenynog and Ysgol Heulfre amalgamations) prior to Cabinet's next meeting. He also agreed to advise the Leader that members of the Committee would be attending to hear the issue raised.

**RESOLVED** – *that the Performance Scrutiny Committee:-*

- (a) *approves the forward work programme,*

- (b) agrees that Councillor H. Ll. Jones represent the committee on the Council's Business Transformation Programme Board together with the Chair as second representative if one is required,*
- (c) confirms that Councillor I.A. Gunning should continue to serve on the Conwy and Denbighshire Collaboration Programme Board,*
- (d) appoints both Councillors I.A Gunning and G.A. Green to act as the Committee's joint 'Lead Contacts' for Children and Family Services*
- (e) agrees that Councillor H. Ll. Jones represent the committee on the Capital Strategy/Strategic Funding Group,*
- (f) appoints Councillor C. Hughes to represent the committee on the Council's Corporate Equalities Group with Councillor G.C. Evans as substitute,*
- (g) Refers the issue of raising Cabinet's awareness of scrutiny recommendations and receiving Cabinet feedback to the Scrutiny Chairs and Vice Chairs Group.*

The meeting concluded at 1.10 p.m.

**Report To: Performance Scrutiny Committee**

**Date of Meeting: 8 September 2011**

**Lead Member: Eryl Williams**

**Report Author: Jackie Walley/Karen Evans**

**Title: Arrangements for the Estyn Inspection of Spring 2012:  
Estyn Self Evaluation Report (SER) and Inspection Preparation**

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

The Denbighshire Local Authority Education Services for Children and Young People (LAESCYP) Estyn inspection which is scheduled to take place during the Spring term of 2012.

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

To inform the Committee about the inspection and to bring the Self Evaluation Report (SER) to their attention.

**3. What are the Recommendations?**

That the Committee takes on board the findings of Estyn's recent inspections of local authorities as listed here:-

- partnership work
- challenging schools more robustly
- use of data
- improve the function of scrutiny arrangements in relation to holding the Council Executive to account for the performance of local authority services and holding headteachers to account for the performance of individual schools
- improve provision for learners with additional learning needs by:
  - establishing clear criteria for allocating support; and
  - making robust use of performance data to inform and plan provision strategically

(further recommendations from Estyn can be found in Appendix 1)

and ensures that Denbighshire is not given similar recommendations. The forthcoming inspection covers the whole of the authority and not just Education.



The SER is a live, working document. It is very much in a draft format as officers are adding to it on a daily basis. Once all the information has been input it will be edited to around 50 pages long with hyperlinks in the right hand column to relevant documents.

#### **4. Report details**

The SER will be key to the inspection and the inspectors will identify their lines of enquiry from it. The SER has been prepared by officers throughout Denbighshire and will be completed in October.

From analysing data, the following list contains anticipated lines of enquiry which Estyn may pursue within the authority:-

- CSI KS4
- Level 2 including English and Welsh
- Science
- Progress of vulnerable groups
- Outcomes for SEN students
- Teacher assessment/moderation
- How we challenge poor performing schools in the secondary sector

It is therefore important that these areas are focused upon prior to the inspection in order to close down Estyn's lines of enquiry at the earliest opportunity.

Areas of sector leading practice, such as the joint Local Service Board (LSB), specific literacy projects and the departmental restructure within the context of the School Effectiveness Framework (SEF), will also be highlighted in the SER.

Following the SER's completion in October, professionals from other local authorities will carry out a peer review and identify any areas of weakness. This will give us adequate time to address these prior to submission.

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

It emphasises the requirement for officers at all levels to be aware of the inspection and for objectives in performance appraisals and service business plans to reflect their contribution to Modernising Education as a corporate priority.

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

The forthcoming Estyn inspection is not just an inspection of Education but of the whole Authority. The input and involvement of all services is a crucial part of the process. No specific costs have been identified for the inspection.

**7. What consultations have been carried out?**

Over the last 6 months most services and senior officers have been engaged at some point in consultation to contribute to the SER.

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

The reputational and political risks to the authority are potentially significant if the outcomes from the inspection are negative. The risk has been minimised by a significant investment of resource into in the SER by nearly all service areas across the Authority and co-ordinated through Education.

**9. Power to make the Decision**

No legal requirements but local authority inspections are mandatory.

## **Recommendations from recent LA Inspections (November 2010 – June 2011)**

### **Wrexham**

R1 clarify the objectives for education within the council's priorities and reflect these within its plans;

R2 make sure that the roles of executive board and scrutiny support effective decision-making to improve services to children and young people;

R3 improve the quality and consistency of evaluation of services to better inform planning;

R4 develop consistent arrangements for reporting performance in education services and across the Children and Young People's Partnership;

R5 reduce surplus places in secondary schools in line with the council's realigned strategy for school reorganisation; and

R6 improve the effectiveness of arrangements to tackle secondary school budget deficits.

### **Neath Port Talbot**

R1 improve the accuracy of end-of-key-stage teacher assessments at all key stages;

R2 further refine and strengthen scrutiny arrangements;

R3 improve joint strategic planning and the impact of the Children and Young People's Partnership (CYPP); and

R4 reduce surplus places in schools in line with key principles in the strategic school improvement programme (SSIP).

### **Rhondda Cynon Taff**

R1 improve attendance in schools through better targeted and focused interventions;

R2 ensure better and more effective sharing of data and information across services in order to improve standards and outcomes for all learners;

R3 improve impact measurement and analysis of outcomes in order to plan for improvements and prioritise actions; and

R4 continue to address the challenge of the inappropriate school buildings and surplus places.

### **Cardiff**

R1 improve the strategic leadership of joint working between the authority and the Children's and Young People's Partnership;

R2 improve the effectiveness of partnership planning for outcomes in priority areas;

R3 improve the scrutiny of partnership working;

R4 continue to raise standards at key stage 4, improve attendance, reduce exclusions and reduce the number of young people not in education, employment or training;

R5 improve performance management processes to ensure a consistent approach in delivering objectives; and

R6 improve the information, advice and support for all parents of learners requiring the statutory assessment of pupils' special educational needs.

### **Powys**

R1 improve the challenge to schools, particularly in relation to evaluating leadership and management, and use its full range of powers to improve schools more quickly;

R2 improve the consistency and accuracy of teacher assessment at key stages 1 and 2;

R3 make sure that all schools' additional learning needs (ALN) services are planned and monitored strategically, and make best use of staff expertise;

R4 improve performance management, including the analysis of the impact of services and resources on all learners and then using the information to plan and prioritise service delivery for the future;

R5 take effective action to reduce school budget deficits; and

R6 maintain the momentum of the modernising education programme.

### **Conwy**

R1 continue to develop quality improvement measures to ensure that strategic evaluations show how well provision meets learners' needs;

R2 evaluate the impact of increased delegation of funding to schools on outcomes for pupils with additional learning needs;

R3 ensure that clear and transparent criteria are used for the allocation of schools to different categories of performance within the authority; and

R4 improve the monitoring of training for child protection and safeguarding

### **Blaenau Gwent**

R1 implement improvement strategies and specific actions to raise skills levels and secure better outcomes for learners at all key stages and in the youth support service;

R2 develop a clearly communicated strategy to challenge schools more robustly and provide prioritised support for schools according to need;

R3 improve the use of data and management information to:

- identify and challenge underperformance in schools; and
- evaluate the effectiveness of provision both within the education service and across partnerships serving children and young people;

R4 increase pupil attendance rates in all schools;

R5 work with partners to secure sustainable improvements in the percentage of post 16 learners in full time education, training or employment;

R6 improve the function of scrutiny arrangements in relation to holding the Council Executive to account for the performance of local authority services and holding headteachers to account for the performance of individual schools;

R7 improve provision for learners with additional learning needs by:

- establishing clear criteria for allocating support; and
- making robust use of performance data to inform and plan provision strategically; and

R8 work with the Local Service Board to secure appropriate accountability from all partners.

### **Pembrokeshire**

R1 undertake a comprehensive and rigorous evaluation of all safeguarding work within the education department and its schools, including taking urgent steps to remedy deficiencies in the governance and management of safeguarding, including associated functions in human resources;

R2 raise standards in schools particularly at the end of key stage 4;

R3 increase attendance rates in primary and secondary schools by the end of the academic year 2011-2012;

R4 improve the working of the overview and scrutiny committee through:

- the provision of full, relevant and transparent information from officers to inform elected members; and
- training for elected members to ensure that they can be more effective in challenging the performance of the authority's services and its schools and safeguarding arrangements in order to hold officers to account.

R5 improve the accuracy and rigour of the authority's own evaluations of how well the council and its partners perform, in relation to how services and partnership working are impacting on outcomes for learners; and

R6 improve the 'access to mediation' services for parents and carers.

**Report To:** Performance Scrutiny Committee

**Date of Meeting:** 8 September 2011

**Report Author:** Scrutiny Coordinator/Democratic Services Manager

**Title:** Scrutiny Work Programme

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

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

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

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

**3. What are the recommendations?**

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

**4. Report details.**

4.1 The Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

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

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
- relevance to the Committee's/Council's/community priorities
- the Council's Corporate Plan and the Director of Social Services' Annual Report
- meeting workload
- timeliness
- outcomes
- key issues and information to be included in reports

- officers and/or lead Cabinet members who should be invited (having regard to whether their attendance is necessary or would add value)
  - questions to be put to officers/lead Cabinet members
- 4.3 When considering future items for inclusion on the forward work programme members may also find it helpful to bear the following questions in mind when determining a subject's suitability for inclusion on the work programme:
- what is the issue?
  - who are the stakeholders?
  - what is being looked at elsewhere
  - what does scrutiny need to know? and
  - who may be able to assist?
- 4.4 As mentioned in paragraph 4.1 above the Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested issues. No proposal forms have been received for consideration at the current meeting.
- 4.5 The Committee has already agreed in principle to continue with the practice of limiting the number of reports considered on any one business agenda to four plus the work programme report, unless special circumstances necessitate otherwise.

#### Reporting on 'Your Voice' Complaints

- 4.6 In July the Committee scheduled quarterly reviews of the information on performance standards from the Council's 'Your Voice' complaints system. These have been added to the draft forward work programme (appendix 1) for the October, December, February and May meetings, subject to the Committee's approval.

#### Cabinet Forward Work Programme

- 4.7 A copy of the Cabinet's forward work programme is attached at Appendix 2. The Committee also may find this document useful when considering items for inclusion on its programme of future work.

### **5. Committee Representation on Boards and Groups**

At its meeting on 21 July the Committee nominated a number of members to represent it on the Authority's various boards and groups. For members' information a list of this Committee's representatives,

along with Cabinet and other scrutiny committees' representatives on these bodies, can be seen at appendices 3a and 3b.

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

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

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

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

**8. What consultations have been carried out?**

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

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

No risks have been identified with respect to the consideration of the Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

**10. Power to make the decision**

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

**Contact Officers:**

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

| <b>Meeting</b>                | <b>Item (description / title)</b>            | <b>Purpose of report</b>  | <b>Expected Outcomes</b>   | <b>Author</b>                             | <b>Date Entered</b> |
|-------------------------------|--|---|--|---|---------------------|
| 20 October                    | 1 Monitoring of the Capital Programme        | To monitor and make any necessary recommendations on the Capital Programme  | Scrutiny monitoring of the Capital Programme   | Paul McGrady / Richard Humphreys          | June 2011           |
|                               | 2 <i>'Your Voice' complaints performance</i> | <i>To scrutinise performance on a quarterly basis thorough the Council's complaints process</i>   | <i>Identification of areas of poor performance and development of recommendations</i>      | <i>Steven Goodrum / Catherine Spencer</i> | <i>July 2011</i>    |
| 17 November – special meeting | 1 The Council's IT Strategy                  | To consider the implications on the Council's performance of the IT strategy  | Clarification of issues such as the impact on the Council's record management arrangements | Cara Williams                             | June 2011           |
| 1 December                    | 1 Adult Services                             | To consider key Adult Services in respect of:<br>- Residential Care Home Fees, Market (Care Home Providers), Relationships<br>- Older People's Care – Residential/Home Care<br>- Learning Disability Services<br>- Annual Report from the Director of Social Services | Identification of performance-related issues   | Phil Gilroy                               | June 2011           |
|                               | 2 Corporate Risk Register                    | To bring the high level corporate risks for scrutiny.   | Part of the risk management monitoring and improvement arrangements.                       | Alan Smith / Tony Ward                    | June 2011           |
|                               | 3 Budget Development Process                 | To scrutinise the process for the development of the 2012 /   | A review of the process  | Paul McGrady                              | June 2011           |

| Meeting         |   | Item (description / title)  | Purpose of report  | Expected Outcomes  | Author                             | Date Entered |
|-----------------|---|---|--|--|------------------------------------|--------------|
|                 |   |   | 2013 budget.   |  |                                    |              |
|                 | 4 | 'Your Voice' complaints performance   | To scrutinise performance on a quarterly basis through the Council's complaints process  | Identification of areas of poor performance and development of recommendations | Steven Goodrum / Catherine Spencer | July 2011    |
| 12 January 2012 | 1 | Children's Services   | To review Children's Services high risk areas and performance. To review the work of the Corporate Parenting Group.                    | Identification of the key issues within Children's Services                    | Leighton Rees                      | June 2011    |
|                 | 2 | Highways and Infrastructure   | To scrutinise the highway improvements and street works programme  | Scrutiny of priority services  | Stuart Davies                      | June 2011    |
|                 | 3 | External Examinations and Teacher Assessments 2010 – 2011<br><br><b>(Co-opted members required)</b> | To review the performance of schools   | Scrutiny of performance leading to recommendations for improvement             | Julian Molloy                      | January 2011 |
| 23 February     | 1 | Housing Services  | To consider performance in respect of:<br>- Welsh Housing Quality Standards<br>- Waiting Lists and Allocations<br>- Tenancy Agreements | Identification of performance-related issues.                                  | Peter McHugh                       | June 2011    |
|                 | 2 | Planning, Regeneration and Regulatory Services  | To consider performance in respect of:<br>- Local Development Plan   | Identification of performance-related issues.                                  | Graham Boase                       | June 2011    |

| Meeting                |   | Item (description / title)                 | Purpose of report  | Expected Outcomes   | Author                                    | Date Entered     |
|------------------------|---|--|--|---|---|------------------|
|                        |   |  | <ul style="list-style-type: none"> <li>- Disable Facilities Grants</li> <li>- North Wales Hospital (Financial / Reputation Risk)</li> <li>- Appeals (monitoring our performance)</li> <li>- Financial Plan for Rhyl Regeneration (including Financing Rhyl Going Forward)</li> </ul> |   |   |                  |
|                        | 3 | <i>'Your Voice' complaints performance</i> | <i>To scrutinise performance on a quarterly basis thorough the Council's complaints process</i>  | <i>Identification of areas of poor performance and development of recommendations</i> | <i>Steven Goodrum / Catherine Spencer</i> | <i>July 2011</i> |
|                        |   |  |  |   |   |                  |
| 5 April                |   |  |  |   |   |                  |
|                        |   |  |  |   |   |                  |
| 17 May (provisionally) | 1 | <i>'Your Voice' complaints performance</i> | <i>To scrutinise performance on a quarterly basis thorough the Council's complaints process</i>  | <i>Identification of areas of poor performance and development of recommendations</i> | <i>Steven Goodrum / Catherine Spencer</i> | <i>July 2011</i> |
|                        |   |  |  |   |   |                  |

**Future Issues**

| Item (description / title) | Purpose of report | Expected Outcomes | Author | Date Entered |
|----------------------------|-------------------|-------------------|--------|--------------|
| No items listed            |                   |                   |        |              |

**Information/Consultation Reports**

| Date      | Item (description / title)                                | Purpose of report  | Author        | Date Entered |
|-----------|---|--|---------------|--------------|
| September | External Examinations and Teacher Assessments 2010 – 2011 | To circulate the unverified results to the Committee members | Julian Molloy | July 2011    |

25/8/2011

**Note for officers – Committee Report Deadlines**

| Meeting | Deadline         | Meeting  | Deadline           | Meeting | Deadline           |
|---------|------------------|----------|--------------------|---------|--------------------|
|         |                  |          |                    |         |                    |
| October | <b>6 October</b> | December | <b>17 November</b> | January | <b>23 December</b> |

Performance Scrutiny Work Programme.doc

**CABINET: FORWARD WORK PROGRAMME**

|  |  |
|--|--|
| <b>27 SEPTEMBER 2011</b>   |  |
| Proposed Joint Conwy & Denbighshire Adoption Panel   | Councillor M M Jones<br>Julie Moss, Corporate Parenting                      |
| Regional Education Project   | Councillor E W Williams<br>H Williams  |
| Edeyrnion Education Review   | Councillor E W Williams<br>H Williams / J Walley                             |
| Rhyl Going Forward Delivery Plan   | Councillor D A J Thomas<br>T Booty   |
| Discussions on DCC land in Rhyl on Quay Street and Wellington Road - Ocean Plaza Development   | Councillor P J Marfleet<br>P McGrady / C Davies / K Bowler                   |
| New Work Connections: Training and Education - Procurement of accredited training courses across the project – up to 1620 people could be involved in the training e.g. a one day confidence building course or an NVQ Level 4 course. | Councillor P A Dobb<br>Gwynfor Griffiths / Carina Edwards 708307             |
| Regional Commissioning Hub – Outline Business Case   | Councillor P A Dobb<br>S Ellis   |
| Village Green Applications - land known as "The Park" off Ffordd Elan, Rhyl  | Councillor S Frobisher<br>S Cordiner   |
| Monitoring Performance Against the Corporate Plan  | Councillor H H Evans<br>T Ward   |
| Progress on the LDP and arrangements for the LDP Joint Officer Members Steering Group  | Councillor S Frobisher<br>G Boase / A Loftus                                 |
| Recommendations from Scrutiny Committees   | Scrutiny Officers  |
|  |  |
| <b>25 OCTOBER 2011</b>   |  |
| Finance Report 2011 -2012  | Councillor J Thompson Hill<br>P McGrady                                      |
| Capital Plan 2011-2012   | Councillor J Thompson Hill<br>P McGrady                                      |
| Agreement to Consult on the Proposed Disposal of Middle Lane, Denbigh  | Councillor P J Marfleet<br>J Walley / J Williams                             |
| Options for Prestatyn Library Relocation Part II   | Councillor P J Marfleet<br>J Groves  |
| Phase II Construction of the Foryd Harbour Walking and Cycling Bridge  | Councillor S Frobisher / Councillor D A J Thomas<br>S Davies / Bob Humphreys |
| Waste Project - 2nd Inter Authority Agreement which sets out the respective rights and obligations of each Council for the implementation and operational phases of the project – Part II  | Councillor S Frobisher<br>S Parker / J Espley / S Thompson                   |
| Waste Project – Final Business Case – Part II  | Councillor S Frobisher<br>S Parker / J Espley / S Thompson                   |
| Recommendations from Scrutiny Committees   | Scrutiny Officers  |
| <b>22 NOVEMBER 2011</b>  |  |
| Finance Report 2011 -2012  | Councillor J Thompson Hill<br>P McGrady                                      |

|  |  |
|--|--|
| Community Capital Grants   | Councillor D A J Thomas<br>M Dixon / Brian Evans |
| Denbigh Town Plan  | Councillor D A J Thomas<br>M Dixon               |
| Supporting People Strategy Update and Operational Plan 2012-13   | Councillor P A Dobb<br>Gary Major                |
| Regional Support Services Project  | Councillor P J Marfleet<br>B E Jones             |
| HR / People Strategy   | Councillor P J Marfleet<br>L Atkin               |
| Recommendations from Scrutiny Committees   | Scrutiny Officers                                |
| <b>13 DECEMBER 2011</b>  |  |
| Finance Report 2011 -2012  | Councillor J Thompson Hill<br>P McGrady          |
| Destination Management - Tourism Partnership North Wales have offered to work with the Council to undertake an audit of the experience which a visitor gets when they come to the County and this item will provide an opportunity for Cabinet to receive the results of the audit and consider actions which need to be taken to improve the experience | Councillor D A J Thomas<br>G Boase / M Dixon     |
| Ruthin Town Plan   | Councillor D A J Thomas<br>M Dixon               |
| DCC & CCBC Highways and Infrastructure endorsement of the consultation process   | Councillor S Frobisher<br>B E Jones /            |
| Monitoring Performance Against the Corporate Plan  | Councillor H H Evans<br>T Ward                   |
| Scala Cinema and Arts Centre: Update   | Councillor P A Dobb<br>P McGrady / J Groves      |
| Recommendations from Scrutiny Committees   | Scrutiny Officers                                |
| <b>24 JANUARY 2012</b>   |  |
| Finance Report 2011 -2012  | Councillor J Thompson Hill<br>P McGrady          |
| Corwen Town Plan   | Councillor D A J Thomas<br>M Dixon               |
| Prestatyn Town Plan  | Councillor D A J Thomas<br>M Dixon               |
| Recommendations from Scrutiny Committees   | Scrutiny Officers                                |
|  |  |
| <b>21 FEBRUARY 2012</b>  |  |
| Finance Report 2011 -2012  | Councillor J Thompson Hill<br>P McGrady          |
| Rhuddlan Town Plan   | Councillor D A J Thomas<br>M Dixon               |
| St Asaph Town Plan   | Councillor D A J Thomas                          |
| Recommendations from Scrutiny Committees   | Scrutiny Officers                                |
|  |  |

|   |   |
|---|---|
|   |   |
| <b>20 MARCH 2012</b>                              |   |
| Finance Report 2011 -2012                         | Councillor J Thompson Hill<br>P McGrady |
| Corwen Town Plan                                  | Councillor D A J Thomas<br>M Dixon      |
| Llangollen Town Plan                              | Councillor D A J Thomas<br>M Dixon      |
| Monitoring Performance Against the Corporate Plan | Councillor H H Evans<br>T Ward          |
| Recommendations from Scrutiny Committees          | Scrutiny Officers                       |
|   |   |
|   |   |

## Scrutiny Representatives on Council Programme Boards and Groups 2011/12

| <b>Board/Group</b>  | <b>Communities Scrutiny</b>  | <b>Partnerships Scrutiny</b>   | <b>Performance Scrutiny</b>   |
|---|--|--|---|
| <b>Business Transformation Programme Board</b>                  | Cllr. Brian Blakeley   | Cllr. Gwyneth Kensler  | Cllr. Huw LI Jones<br>(sub/potential 2 <sup>nd</sup><br>member: Cllr Bobby<br>Feeley) |
| <b>Conwy and Denbighshire Collaboration<br/>Programme Board</b> | Cllr. June Cahill  | Cllr. Dewi Owens<br><br>(with Cllr. Gwilym Evans as<br>the reserve/substitute) | Cllr. Ian Gunning   |
| <b>People and Places Programme Board</b>                        | Chair of Communities Scrutiny by<br>virtue of office held<br>(Cllr. David Smith) | N/A  | N/A   |
|   |  |  | <i>overleaf/...</i>   |



## Appendix 3a

| Board/Group                                     | Communities Scrutiny   | Partnerships Scrutiny                                  | Performance Scrutiny                                      |
|---|--|--|---|
| <b>Capital Strategy/Strategic Funding Group</b> | Cllr. David Smith<br>(sub: Cllr. Rhys Hughes)                | Cllr. Dewi Owens                                       | Cllr. Huw LI Jones  |
| <b>Corporate Equalities Group</b>               | Cllr. Cefyn H Williams<br><br>(named sub: Cllr. Rhys Hughes) | Cllr. Christine Evans<br>(named sub: Cllr. Jane Yorke) | Cllr. Colin Hughes<br>(named sub: Cllr<br>Gwilym C Evans) |
| <b>Service Performance Challenge Groups</b>     | see separate sheet   |  |   |

## Service Performance Challenge Group - Cabinet and Scrutiny Committee Representatives

| Service:   | Cabinet Lead Member(s):  | Performance Scrutiny Service Lead(s)           | Partnerships Scrutiny Service Lead(s) | Communities Scrutiny Service Lead(s)                 |
|--|--|--|---------------------------------------|--|
| 1. Adult & Business Services<br>- Neil Ayling                        | Cllr Pauline Dobb  | Cllr Bobby Feeley                              | Vacancy                               | Vacancy  |
| 2. Business Planning & Performance<br>- Alan Smith                   | Cllr Hugh Evans,<br>Cllr Paul Marfleet,<br>Cllr Morfudd Jones        | Cllr David Lee,<br>Cllr Gwilym C Evans         | Cllr Gwilym C Evans                   | Vacancy  |
| 3. Customer Services<br>- Cara Williams                              | Cllr Hugh Evans,<br>Cllr Paul Marfleet                               |  |                                       | Cllr. Rhys Hughes<br>(sub Cllr. Brian<br>Blakeley)   |
| 4. Corporate Governance<br>- Jane Kennedy (Acting)                   | Cllr Hugh Evans  |  |                                       | Vacancy  |
| 5. Strategic HR<br>- Linda Atkin                                     | Cllr Paul Marfleet   |  |                                       | Vacancy  |
| 6. Children & Family Services<br>- Leighton Rees                     | Cllr Morfudd Jones   |  |                                       | Cllr. George Green<br>Cllr Ian Gunning*              |
| 7. Environment Services<br>- Steve Parker                            | Cllr Sharon<br>Frobisher   | Cllr Lucy Morris,<br>Cllr Michael<br>Eckersley | Cllr. Christine Evans                 | Cllr. Brian Blakeley<br>(sub Cllr. Richard<br>Jones) |
| 8. Planning, Regeneration<br>& Regulatory Services<br>- Graham Boase | Cllr Sharon<br>Frobisher,<br>Cllr David Thomas,<br>Cllr Pauline Dobb |  |                                       | Cllr. Selwyn Thomas                                  |

## Service Performance Challenge Group - Cabinet and Scrutiny Committee Representatives

| <b>Service:</b>   | <b>Cabinet Lead Member(s):</b>                   | <b>Performance Scrutiny Service Lead(s)</b> | <b>Partnerships Scrutiny Service Lead(s)</b> | <b>Communities Scrutiny Service Lead(s)</b> |
|---|--|---|--|---|
| 9. Finance & Assets<br>- Paul McGrady (Acting)                      | Cllr Paul Marfleet,<br>Cllr Julian Thompson-Hill | Cllr Huw Jones                              | Vacancy                                      | Vacancy                                     |
| 10. Highways & Infrastructure<br>- Stuart Davies                    | Cllr Sharon Frobisher                            | Cllr Rhys Hughes                            | Vacancy                                      | Cllr. Rhys Hughes<br>(Cllr. Richard Jones)  |
| 11. Housing Services<br>- Peter McHugh                              | Cllr David Thomas                                | Cllr Peter Duffy                            | Cllr. Christine Evans                        | Cllr. Brian Blakeley                        |
| 12. Leisure, Libraries<br>& Community Development<br>- Jamie Groves | Cllr Morfudd Jones,<br>Cllr Pauline Dobb         | Cllr George Green<br>Cllr Ian Gunning*      | Vacancy                                      | Cllr. David Smith                           |
| 13. Modernising Education<br>- Jackie Walley                        | Cllr Eryl Williams                               | Cllr Colin Hughes                           | Vacancy                                      | Cllr. David Smith                           |
| 14. School Improvement & Inclusion<br>- Karen Evans                 | Cllr Eryl Williams                               | Cllr Colin Hughes                           | Vacancy                                      | Cllr. David Smith                           |

\* Councillor Gunning is also the Committee's lead contact for the Ffynnon performance management system and the Council's Arms Length Companies (including Clwyd Leisure Limited and the Scala)