

PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in the Council Chamber, Russell House, Churton Road, Rhyl on Thursday, 20 October 2011 at 9.30 a.m.

PRESENT

Councillors: R.L. Feeley (Chair), G.C. Evans, G.A. Green, I.A. Gunning, C. Hughes, H. Ll. Jones, D.W. Lee and L.M. Morris

Co-opted Members for Education (agenda item 5 only): J. Saxon

Observers: Councillors M.Ll. Davies, J. Thompson-Hill (Lead Cabinet Member for Finance and Efficiency) and E.W. Williams (Lead Cabinet Member for Education)

ALSO PRESENT

Corporate Director Business Transformation and Regeneration (BJ), Head of School Improvement & Inclusion (KE), Head of Internal Audit (IB), Head of Customer Care (CS), Head of Adult and Business Services (PG), Customer Care Project Officer (SG), Corporate Improvement Manager (TW), Scrutiny Coordinator (RE) and Committee Administrator (KEJ)

1 APOLOGIES

Councillors M.J. Eckersley and T.R. Hughes together with Co-opted Members C. Burgess, G. Greenland, D. Houghton, D. Marjoram.

The Chair referred to the difficulties experienced by co-opted members in attending scrutiny committee meetings and the need to find a more suitable arrangement. The Scrutiny Coordinator advised that the Scrutiny Project Board had proposed a meeting between officers and co-opted members to discuss the matter further.

2 DECLARATION OF INTERESTS

No declarations of personal or prejudicial interest had been raised.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters had been raised.

4 MINUTES

The minutes of the Performance Scrutiny Committee held on 8 September 2011 were submitted.

Matters Arising –

Councillor G.A. Green reiterated concerns he had raised at the last County Council meeting regarding the new minute style which did not generally attribute comments

and questions to particular members. He felt that if members' contributions were not recorded the minutes would not fully and accurately reflect the meeting. Councillor I.A. Gunning also felt that councillors' names should be included to establish who asked particular questions and why. The Corporate Director Business Transformation and Regeneration (CD:BT&R) referred to the review of Democratic Services and the view that minutes were too lengthy and took too long to produce. Accordingly there was a need to ensure that minutes were shorter, providing a flavour of the debate and focusing on the resolution as the important issue to record. In light of members' concerns the CD:BT&R agreed to review the matter.

The Scrutiny Coordinator advised that, arising from a recommendation made by the Communities Scrutiny Committee, the Scrutiny Chairs and Vice Chairs' Group had accepted that, for ease of reference and tracking purposes, a separate sheet be prepared listing committee recommendations and progress to date with their implementation. It was agreed to extend that practice to all scrutiny committees. Members welcomed the practice as a useful tool in ensuring that actions and resolutions were progressed appropriately and in a timely manner.

At this juncture (9.45 a.m.) Councillor C. Hughes entered the meeting.

RESOLVED that the minutes of the meeting held on 8 September 2011 be received and approved as a correct record.

5 EVALUATION OF THE IMPACT OF THE USE OF THE ADDITIONAL RESOURCES GIVEN TO SCHOOLS IN 2010 / 2011

A joint report by the Head of School Improvement and Inclusion (H:SI&I) and the Lifelong Learning Finance Manager (LLFM) was submitted (previously circulated) seeking members' review of the effectiveness of providing additional funding to schools against performance in end of Key Stage (KS) assessments and external examinations in 2011.

As a result of the improved settlement for 2010/11 an additional £0.820 had been provided for school improvement in line with priorities identified in schools improvement plans based on a specific formula taking into account deprivation. The H:SI&I introduced this follow up report to last meeting's preliminary report on the outcomes from the projects and activities in schools who had been awarded additional funding. In order to evaluate the impact of the additional funding an analysis of teacher assessments and provisional external examinations had been carried out. Members were provided with an overview of the analysis results which indicated significant improvements at KS2 and KS4. There was a mixed picture at KS3 because there had been increase of 1.6% in the Core Subject Indicator (CSI) achieved but the rate of improvement had not been as good as the general rate of improvement throughout Wales. However the Free School Meals (FSM) ranking had also increased this year which further complicated the overall result. The CSI at KS1 had declined by 2.6% in 2011 largely due to the absence of two large high attaining schools in the results (who had been piloting the Foundation Phase) and the more rigorous moderation process by Denbighshire teachers. In conclusion the H:SI&I advised that the practices developed during the last year and the increased delegation of funding to schools should allow schools to continue with effective

initiatives and sustain the improvement achieved. Revisions to teacher assessments at KS1 should see an improvement in 2012.

At this juncture (10.00 a.m.) Councillor E.W. Williams entered the meeting.

The committee was pleased to note the positive impact of the additional resources within schools as evidenced in the report but sought assurances that the improvement trend would continue in future years, particularly as the additional funding had been a one off allocation. Members also took the opportunity to raise questions regarding the range of financial support provided to schools; the robustness of initiatives implemented; the level of diversification within schools and focus on core skills, and questioned the slight decline in the CSI results for Ysgol Glan Clwyd. Councillor C. Hughes also highlighted the difficulty in raising standards in the Foundation Phase when the impact had not been tested nationally and comparisons could not be made. The H:SI&I responded to members as follows –

- elaborated upon the rigorous process of evaluating schools improvement plans to ensure clear and measurable outcomes were demonstrated
- provided assurances that funding was specifically targeted to improve attainment for pupils and to build and develop capacity in terms of systems and structures to ensure sustainable strategies were in place for the future
- outlined the range of financial support provided to schools for particular initiatives and advised that smaller primary schools had been encouraged to work together
- highlighted the importance of data analysis in order to determine how best to support the needs of pupils
- reported upon the development of the KS4 curriculum over the last few years and the need to balance the focus on numeracy and literacy with the vocational curriculum in an interesting way in order to engage pupils
- confirmed that schools were currently checking the provisional KS4 results and indications were that there would be little differential in the final results
- the slight dip in the CSI in Ysgol Glan Clwyd indicated that some work was required in science and members were reassured that in KS1 – 3 those pupils not achieving the CSI who should be achieving that level were identified and resources targeted to ensure their performance was not compromised.

Councillor I.A. Gunning commended the Re-engage Project at Rhyl High School which had achieved excellent results but was currently low on funding. In view of the project's success, he asked whether the good practice identified could be shared with other schools and that funding could be secured to ensure its continuance. The H:S&SI advised that steps would be taken with a view to embedding that type of working more generally across the authority. Discussions were currently ongoing with a view to securing the continuance of the Project and the opportunities for working with vulnerable and disengaged pupils.

Having considered the improvement strategies implemented in particular schools and having regard to the increase in schools performance in 2011 it was –

RESOLVED that the positive impact of the additional resources to schools in 2010-11 be noted.

6 ANNUAL PERFORMANCE REVIEW: 2010-11 AND QUARTERLY PERFORMANCE REPORT: QUARTER 1, 2011-12

(This item was brought forward on the agenda with the consent of the Chair)

The Corporate Improvement Manager (CIM) submitted a report detailing the Council's performance against the set Performance Indicators for 2010/11 and its performance in Quarter 1 of 2011/12. The main covering report introduced the following two reports –

- The Annual Performance Report 2010/11 (Annex A) – the report had been agreed by County Council at its meeting on 18 October 2011 and detailed the Council's annual performance for 2010/11, and
- Monitoring Corporate Plan Performance, Quarter 1 2011/12 (Annex B) – the report provided a summary of current performance in 2011/12 against the 2012 indicators and each outcome within the Corporate Plan together with an analysis of current targets for the 2012 indicators in light of the recently published all Wales data for 2010-11.

The CIM recommended that members identify any issues which required further scrutiny for inclusion within their forward work programme.

Members discussed the various reporting arrangements associated with performance reports; the role of this committee in scrutinising timely performance reports; the role of individual scrutiny representatives on Service Performance Challenge Groups in challenging performance issues, and the use of Ffynnon as a resource in providing performance information. It was agreed that Councillor I.A. Gunning and the CIM discuss the committee's requirements in terms of performance data outside of the meeting.

The CIM referred to the detailed debate at County Council on the Annual Performance Report where a number of issues had been highlighted and reported upon the Council's achievements in terms of the number of 2012 indicators in the top quarter of Welsh authorities which reflected both national and local priorities. As the recent achievements in schools examination results remained provisional at this stage they did not feature in this year's Annual Report but would feature strongly in next year's report. At the request of the Wales Audit Office the report also included information relating to the protection of children and vulnerable adults.

Members discussed a number of issues with officers arising from the report including –

- the importance of improving energy efficiency in the non-domestic public stock and the need to mitigate financial penalties together with the difficulty in monitoring trends in the absence of regular meter readings. The Head of Internal Audit advised that the frequency of meter readings and resource issues had been included in a recent audit report. The Corporate Director Business Transformation and Regeneration (CD:BT&R) added that the Senior Leadership Team had also considered the matter which was currently being

- addressed. As members had raised concerns previously regarding the wider issue of energy efficiency it was agreed to receive a report back thereon
- concerns regarding poor performance for the additional number of Houses in Multiple Occupation (HMO) taken through the licensing scheme (7 against a target of 50). The CD:BT&R confirmed that the HMO scheme had been identified as a key issue and additional resources had been secured to progress the scheme. An additional 8 HMOs had been processed during the first quarter of this year
 - some underperforming indicators, such as the relative reduction in Job Seekers Allowance claimants, were outside the Council's control
 - improvements to the timeliness of assessments in terms of safeguarding and child protection were noted and there was a need to concentrate on improvements to cases that were re-referred to the service and keep the matter under regular review. The CIM confirmed that those issues would be included within quarterly performance reports and progress would be evidenced in Quarter 2. He also assured members that a specific Ffynnon dashboard had been developed around the issues raised in the CCISW report
 - concerns about the lack of clarity regarding the number of long term empty homes and the importance of making progress in that area. The CIM advised that the necessary data had not been received in time for the Quarter 1 report but he would ensure that the Quarter 2 report would show the progress made
 - the high level of problems members were experiencing with their Council IT equipment were discussed and the CD:BT&R confirmed that officers were working through an IT strategy identifying the key issues which needed to be addressed. It was agreed to discuss the issue further at the committee's next meeting when the Council's IT strategy was being considered
 - the Scrutiny Coordinator reported that the Chairs and Vice Chairs Group felt that a mechanism was required to aid scrutiny representatives on the Council's various boards/groups to report back to committees to ensure a two way flow of information. A template was being developed for that purpose.

Whilst acknowledging that the final verified Education results could not be included within this year's Annual Report, Councillor E.W. Williams queried whether reference could be made to the expectation of improvements. He also suggested that an explanation be provided for those indicators showing Red RAG status where there were improvements in order to reassure the reader. It was noted that although the differential in the final results would be minor even the smallest change could translate to a large rank difference in the overall Wales data.

At this juncture (10.55 a.m.) Councillor G.C. Evans entered the meeting and Mr. J. Saxon left the meeting.

The committee commended the Annual Report as a clear, concise document which was easy to read providing a valuable tool in terms of performance management. Members were also pleased to note that denominators had been included in addition to percentages because it was recognised that smaller numbers could significantly distort the data. The committee highlighted the importance of correct and timely data from relevant departments in order to feed into the performance reports and ensure that the information could be scrutinised effectively. It was agreed that the officers

responsible for particular service areas identified as requiring future scrutiny by the committee should attend meetings when those items were being considered.

RESOLVED that –

- (a) *the Annual Performance Review: 2010 – 11 and Quarterly Performance Report: Quarter 1, 2011-12 be received and noted;*
- (b) *a report on Energy Efficiency to include the performance related issue identified for further consideration in respect of reducing CO2 emissions in the Council's non-domestic public building stock be submitted to a future meeting of the committee, and*
- (c) *performance related issues identified for further consideration in respect of (1) the additional number of HMOs taken through the licensing scheme and (2) bringing empty homes back into occupation, be included within the Planning, Regeneration and Regulatory Service's report for submission to the committee in February 2012.*

At this juncture (11.05 a.m.) Councillor D.W. Lee and Co-opted Member J. Saxon left the meeting which adjourned for a refreshment break.

6 'YOUR VOICE' – PERFORMANCE STANDARDS REVEALED THROUGH THE COMPLAINTS PROCESS

A report by the Head of Customer Services (H:CS) was submitted (previously circulated) presenting trend analysis of feedback received via the Council's Customer Feedback Policy 'Your Voice' during Quarter 1 2011/12 and highlighting any performance issues and associated recommendations. A Complaints Summary – Quarter 1 (Appendix 1); RAG Analysis – Upheld Complaints (Appendix 2) and Complaint Summary – Overall (Appendix 3) had been attached to the report.

In the absence of the H:CS the Head of Customer Care (H:CC) took members through the report presenting the key findings in terms of the volume of complaints; complaint categories; complaint response timescales and outcomes of complaints. She also presented a number of recommendations for members' consideration in order to highlight performance issues. The H:SC explained that higher volume of enquiries were expected for service areas with greater interaction with the public. Members were pleased to note the amendments to the report as requested previously and the recommendations in order to highlight performance issues.

During consideration of the report and ensuing discussion some key points were raised which included –

- confirming the committee's role in scrutinising the complaints data to identify trends or areas of concern and monitoring the performance of service
- the reasons behind any increase in complaints needed to be included within the report rather than reported verbally to enable effective scrutiny
- noting the complaints made in relation to particular service areas and the measures undertaken to address them

- as a point of accuracy the total number of complaints for Quarter 4 was 161 and not 160 as listed on page 3 of the report
- there having been 12 complaints during Quarter 1 in the children category and the types and seriousness of those complaints needed to be made available in order for trends to be identified
- complaints received via the Schools Complaints Policy had not been included
- more detail was required in future reports in terms of the categorisation of complaints and sub categorisation of services
- improvements could be made to the feedback process as it was difficult for councillors to keep track of complaints/enquiries. The H:CC reported upon the different feedback process for complaints and enquiries with enquiries generating automated updates. She confirmed members' comments would be acted upon
- the need to ensure officers dealt with complaints in a timely manner. The H:CC advised that timescales/deadlines were reported back to managers on a weekly basis and a specific category on customer service was included in the performance appraisal process and guidance had been issued in that regard

RESOLVED that –

- (a) *a traffic light colour coding system be introduced to monitor service performance for response times to complaints using the following criteria –*
- *Red Under 80% of complaints responded to within timescale*
 - *Amber More that 80% but less than 90% of complaints responded to within timescale*
 - *Green More than 90% of complaints responded to within timescale*
- (b) *the risk analysis be extended to include all complaints from Quarter 2, including those recorded as not upheld;*
- (c) *the overall performance for responding to complaints within timescales at approximately 83% be noted and the Corporate Complaints Officer report to Senior Leadership Team and Corporate Executive Team to raise awareness of the issue with Senior Managers within the authority;*
- (ch) *a traffic light colour coding system be introduced to highlight changes in volumes of complaints received using the following criteria –*
- | | | |
|----------------|---|-------------------------|
| - <i>Red</i> | <i>Change of +/- 50% taking account
Of previous volumes and/or trends</i> | <i>Comment required</i> |
| - <i>Amber</i> | <i>Between +/- 21% and +/- 50%</i> | <i>Monitor</i> |
| - <i>Green</i> | <i>Less than +/- 20%</i> | <i>No comment</i> |
- (d) *future reporting on Your Voice complaints consist of an exceptions report on red and amber status areas with greater detail of complaints provided and a narrative explaining the complaints status, and*
- (dd) *the exceptions report be submitted to the committee on a quarterly basis alternating between information reports and reports to the committee.*

At this juncture (12 noon) Councillor L.M. Morris left the meeting.

8 SCRUTINY WORK PROGRAMME

A report by the Scrutiny Coordinator was submitted (previously circulated) seeking members' review of the committee's future work programme and providing an update on relevant issues. A draft forward work programme (Appendix 1); Cabinet's forward work programme (Appendix 2), and Progress with Committee Resolutions (Appendix 3) had been attached to the report. A copy of the work programmes for the Council's two other scrutiny committees together with an information report on the Transformation of Post 16 Education and Training in Denbighshire had also been circulated at the meeting as part of the committee's information update.

The Scrutiny Coordinator reported upon the development of the draft work programme for members' consideration and discussed potential amendments in light of officers' requests and decisions made during today's meeting. The CIM reported upon the need to scope the process for the new Corporate Risk Register before presenting the report to members. He confirmed that the process would be completed as soon as possible. After consideration members agreed that –

- the report on Children's Services be brought forward to the meeting of 17 November if feasible otherwise the report be received in December
- the report on the Corporate Risk Register be deferred to January, and
- reaffirmed amendments agreed earlier in the meeting to receive reports on Energy Efficiency; Houses in Multiple Occupation and Empty Homes.

In response to a question from Councillor C. Hughes, the Scrutiny Coordinator advised that the Council was still awaiting the necessary data from Llandrillo College on the provisional examination results for Rhyl Sixth.

RESOLVED that, subject to the amendments agreed during today's meeting and those referred to above, the forward work programme as detailed in Appendix 1 to the report be approved.

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.

9 MONITORING THE CAPITAL PROGRAMME

The Acting Head of Finance and Assets (AH:F&A) submitted a confidential report (previously circulated) seeking members' views on the procedures currently in place for monitoring of the capital plan. The Strategic Investment Group's terms of reference (Appendix 1); a Project Business Case sample bid (Appendix 2); the Capital Scoring Programme Methodology (Appendix 3) and a copy of the draft Cabinet report of 25 October had been attached to the report.

The AH:F&A reported upon the changes made to the previous arrangements for monitoring the capital plan in order to ensure more indepth appraisal and monitoring of projects. He also elaborated upon the role and membership of the Strategic Investment Group (SIG) within the process and provided information on the current delegation levels. Quarterly capital plan reports were also presented to Cabinet.

Councillor I.A. Gunning felt it was important to assess previous capital investment initiatives within the Rhyl area in order to learn lessons and ensure future investment was targeted to achieve maximum success. He also reported upon the difficulty he had experienced in obtaining specific information regarding the source and outcomes of previous investment initiatives in Rhyl. He was disappointed to note that despite significant investment Rhyl still contained some of the most deprived wards in Wales. The Corporate Director Business Transformation and Regeneration (CD:BT&R) reported upon the Rhyl Going Forward Strategy in order to clearly identify priority areas for Rhyl and confirmed the difficulty of assessing the benefits of past schemes. The AH:F&A advised that details of all significant schemes funded by the Council over the last six years were available.

During the ensuing discussion members took the opportunity to raise questions with the AH:F&A on specific projects detailed within the authority's capital plan and particular concerns were raised regarding the Foryd Harbour Project as a high risk and complex development. The CD:BT&R advised that in view of the magnitude of the Foryd Harbour Project a report would be submitted to full Council for consideration. In response to a question from Councillor I.A. Gunning the AH:F&A confirmed that the council was populating the Welsh Government database with its estate details with a view to partnership working with other public bodies.

Members also discussed the forthcoming financial settlement from the Welsh Government and subsequent adverse impact on capital expenditure and grant funding for specific projects. The importance of prioritising spending on the council's asset base and rationalisation of the council's assets in order to compensate for the reduction in capital and grant funding was also acknowledged together with the potential uptake of prudential borrowing to offset the reduction in funding. The committee highlighted the importance of ensuring that capital investment schemes were successful and that desired outcomes were achieved. In considering the procedures in place for appraising and monitoring the capital programme the Chair highlighted the high risk areas with complex major projects and the committee felt that there was an important role for them in the monitoring and public scrutiny of projects within the overall process. Consequently it was agreed that the committee receive quarterly capital plan reports prior to submission of those reports to Cabinet.

RESOLVED that –

- (a) *the current procedures in place for monitoring of the capital plan noted, and*
- (b) *regular quarterly reports be received by this committee in order to scrutinise and monitor the Capital Programme.*

The meeting concluded at 12.50 p.m.

Report To:	Performance Scrutiny Committee
Date of Meeting:	1 December 2011
Lead Officers:	Head of Modernising Education/Head of School Improvement and Inclusion
Report Authors:	Head of Modernising Education/Head of School Improvement and Inclusion
Title:	Self Evaluation Report for Estyn

1. What is the report about?

This report is to update and inform members about the Self Evaluation Report (SER) that has been prepared for the forthcoming Estyn inspection.

2. What is the reason for making this report?

To ask the Committee to scrutinise the draft of the SER prior to the forthcoming Estyn Local Education Authority Services for Children and Young People (LEASCYP) inspection.

3. What are the Recommendations?

That the Committee acts as a critical friend to ensure that all aspects of the Authority's education services for children and young people have been addressed, or are being addressed, and have been included in the SER document e-mailed to committee members.

4. Report details.

The LAESCYP inspection is scheduled to take place during the week of 30 January to 3 February 2012

The SER has been contributed to by many officers throughout the Authority. The document is to be evaluative rather than descriptive with much of the evidence being found via the hyperlinks within the document. Work will be on going on the SER until the final submission date to Estyn on the 14th December 2011

As a result of the work carried out by the Performance Scrutiny Working Group a number of items were highlighted as areas for further investigation including Governors and Children and Young People Plan (CYPP), and further recommendations have been submitted to the Scrutiny Chairs and Vice Chairs Group for allocation to the scrutiny committees' forward work plans to ensure progress continues.

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

It emphasise the requirement for officers at all levels to be aware of the Inspection and for objectives in performance appraisals and service business plans across the Authority to reflect their contribution to Modernising Education as one of the corporate priorities.

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 has been 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 9 months most services and senior officers have been engaged at some point in consultation to contribute to the SER. Members have been engaged through the Scrutiny structure.

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 resources into 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.

Report To: Performance Scrutiny Committee
Date of Meeting: 1 December 2011
Lead Officer: Head of Adult & Business Services
Report Author: Head of Adult & Business Services
Title: Adult Services

1. What is the report about?

This report provides Members with an update and overview of the issues facing Adult Services in relation to:

- Residential Care Home Fees, Market and Relationships
- Older People's Care – Residential/Home Care
- Learning Disability Services
- Annual Report from the Director of Social Services

2. What is the reason for making this report?

To identify any performance-related issues for consideration by this Committee.

3. What are the Recommendations?

The Members consider this report and provide comment on the performance-related issues identified within it.

4. Report details

4.1 Residential Care Home Fees, Market and Relationships

As Members are aware, work is ongoing with partners across North Wales to develop a fee setting methodology that takes account of the issues identified in the Judicial Review of Pembrokeshire. Agreement has been reached on a North East Wales methodology and this is in the final stages of consultation with the care home providers. It is based on work previously undertaken with high cost placements for adults with Learning Disabilities and separates out 'hotel' costs (utilities, provisions, etc) and 'staffing' costs. A significant unavoidable pressure has been identified as part of this work as a result of historic low fee levels within Denbighshire and this has been recognised as part of the budget-setting for 2012/13.

The care home market continues to be fairly stable with the following bed availability:

Category	Number of beds	Vacancies
Residential Older People	547	46
Nursing Older People	108	3
Dual Residential/Nursing	150	11
Residential EMH	150	6
Nursing EMH	187	4
Learning Disability	153	20
Adult Mental Health	197	6

The numbers of vacancies reflect what we know about demand for services, i.e. reduced need for standard residential care and a growing need for EMH beds.

Relationships with the care home sector remain largely positive, with most contact being made through Care Forum Wales, who represent about 50% of the sector. The final fee setting methodology remains the main issue and future relationships depend on getting this right.

4.2 Older People's Care – Residential/Home Care

The national performance indicators do not tell the whole story in relation to the improvements being made in the delivery of more localised and personal care. They show that the number of older people supported in care homes at the end of Quarter 2 was 527 people against a target of 535. What this doesn't fully show, however, is the reduction in the number of new people being placed, from 215 (10 per 1000 people) in 2009/10, to 170 (8.2 per 1000 people) in 2010/11, 65% of whom are aged over 85 years.

According to the performance indicator used by CSSIW to measure success in providing services to older people to enable them to remain at home, Denbighshire is not performing very well, with an outturn at the end of Quarter 2 of 1424 people supported at home against a target of 2060 for the year. What this fails to show, however, is the success of initiatives that support people to be fully independent of services. The new Intake and Reablement Service, for example, supported 874 people in Quarter 2, 64% of whom went on to require no service from the Department.

4.3 Learning Disability Services

There are currently 29 adults with a Learning Disability living in residential care, against a target of 32, demonstrating good performance. What this doesn't fully show, however, is that 6 of these people have been living in residential care for over 20 years through Preserved Rights and that 3 young people reached adulthood recently and their existing residential placements transferred to adult services. Planning issues in relation to the new Community Living Scheme have been overcome and this is now scheduled for completion in June 2012.

The numbers of adults with a Learning Disability being supported at home has increased slightly from Quarter 1, with a total of 222 people being supported compared to 214 previously.

4.4 Annual Report

As Members are aware, the Director of Social Services produces an Annual Report (ACRF) on the work of both Adult and Children's Social Services. The actions contained in the ACRF have been integrated with the Service Business plan and are monitored by Adult Services Management Group (ASMG) on a quarterly basis.

CSSIW has provided a performance evaluation based on the report and have identified areas where Denbighshire performs well and areas for development/improvement for which we have developed an action plan.

These can be seen in Appendix 1 (Summary of Adult & Business Services – CSSIW Framework development actions) but, in summary, the areas are:

- Critical review of effectiveness of service user and carer engagement activities and feedback mechanisms
- Evidence of consistency, effectiveness and timeliness in assessment and service delivery
- Effective model of assessment and service delivery to carers established
- Effective communication with staff through the ongoing changes in order to fully engage staff expertise and maintain motivation and morale
- Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services
- Further development and implementation of a quality assurance framework and performance reporting
- Further development of partnership working with the BCUHB
- Updating of commissioning strategies in order to provide continued clear direction of service developments
- Take up of Direct Payments
- Further development of community living schemes to meet need

The actions in place to deliver these can be seen in detail in Appendix. All are on target apart from the actions to support the further development and implementation of a quality assurance framework and performance reporting, further development of partnership working with the Betsi Cadwaladr University Health Board (BCUHB) and further development of community living schemes to meet need, which are slightly off target. Work is ongoing to ensure that these can be delivered by the end of the year.

A point worth noting is that CSSIW will be undertaking an inspection of arrangements for "eligibility, access and the range of services in place to meet need" towards the end of February. This will support the Department's ongoing development of Locality services.

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

Adult & Business Services contribute to the Corporate Priority of Responding to Demographic Change and recognise that this is essential if we are to continue to meet demand for support from an aging population.

In addition, services assist in delivering the corporate plan outcomes of:

- Older people are able to live independently for longer
- People with learning disabilities are able to live independently for longer
- Community initiatives meet the needs of an increasing population of older and disabled people

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

The delivery of a fair price for care through a new residential fee setting methodology has an additional cost.

7. What consultations have been carried out?

No consultation has taken place in developing this report.

8. Chief Finance Officer Statement

The implications of the changes to the way care home fees are calculated potentially has a significant impact on the council's revenue budget. This has been recognised in the budget setting process for 2012/13.

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

The Departmental Risk Register has recently been reviewed and identified risks associated with meeting demand. Mitigating actions have been developed to bring these risks into a manageable framework.

10. Background Information

Appendix 2 – CSSIW's Annual Review and Evaluation of Performance 2010/2011

Contact Officer:

Head of Adult and Business Services
Tel: 01824 706654

Appendix 1 – SUMMARY OF ADULT & BUSINESS SERVICES – CSSIW DEVELOPMENT ACTIONS

DELIVERING SOCIAL SERVICES

- **Critical review of effectiveness of service user and carer engagement activities and feedback mechanisms**

Self assessment of how we are bringing the council closer to the community including approaches to engagement

September 2011

Delivering Social Services

Critical review of effectiveness of service user and carer engagement activities and feedback mechanisms

ACTION: Self assessment of how we are bringing the council closer to the community including approaches to engagement

Lead Officers: Craig MacLeod (Adults) & Vicky Allen (Children)

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	Complete	100	Completed quarter 1
Q1 11/12	Green	Complete	100	Self assessment completed identifying strengths and areas for development



Develop and implement an action plan relating to engagement and participation across the service

September 2011

Delivering Social Services

Critical review of effectiveness of service user and carer engagement activities and feedback mechanisms

ACTION: Develop and implement an action plan relating to engagement and participation across the service

Lead Officer: Craig MacLeod

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	25	QSM event planned for 2/11/11 with the theme of involvement and participation. ACRF grid developed to facilitate self assessment and to identify development actions
Q1 11/12	Amber	Not Started	0	Work to be informed by self assessment (see action relating to bringing the Council closer to the community)



GETTING HELP

- Evidence of consistency, effectiveness and timeliness in assessment and service delivery

Develop a clear and simple pathway for service users where 1 worker/Team maintains contact with a service user

September 2011

Getting Help

Evidence of consistency, effectiveness and timeliness in assessment and service delivery



ACTION: Develop a clear and simple pathway for service users where 1 worker/Team maintains contact with a service user

Lead Officer: Phil Gilroy

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	50	The review of the restructure is currently underway and will be reported during December 2011
Q1 11/12	Green	Not Started	0	This is part of new process following restructure and will be reviewed in the Autumn.

Getting Help

Evidence of consistency, effectiveness and timeliness in assessment and service delivery



ACTION: Realign our structure to strengthen our First Response Service with expertise and decision making ability at the front door

Lead Officer: Cathy Curtis-Nelson

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	Complete	100	Intake & Reablement Service created 1st April 2011 which combined the First Contact Team with professional social work and OT service and the intermediate care service including reablement. All transfers to localities are overseen by the experienced Intake Manager.
Q1 11/12	Amber	In Progress	50	New Intake and Reablement service in situ and new ways of working established. Difficulty with sickness in First Contact Team. Co-location of service on 2 sites not established. Corporate support for office moves now secured.

- **Effective model of assessment and service delivery to carers established**

Getting Help

Effective model of assessment and service delivery to carers established



ACTION: Enhance the range of services available to carers that promote informal care arrangements and prevent breakdown

Lead Officer: Anne Hughes-Jones

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	Complete	100	
Q1 11/12	Green	Complete	100	The following Carer projects are being funded from CHC monies until end March 2012: EMH Carer Support Workers commissioned with Alzheimers Society and Hafal to provide one to one support to Carers. One to one EMH project workers commissioned with Crossroads North Wales to provide support for up to 15 service users and their Carers. Focus is on maintaining independence, promoting community involvement, providing Carers with break. Healthy Carers Worker service - providing home based support for Carers isolated by caring role. Focus is on general health & well being of Carer - in particular back care advice & principles of safer moving & handling. All projects are focussed on supporting Carers to continue caring, and helping to prevent Carer breakdown.

To work with partners and the community to provide a break which gives a positive experience for the person with care needs and their

September 2011

Getting Help

Effective model of assessment and service delivery to carers established



ACTION: To work with partners and the community to provide a break which gives a positive experience for the person with care needs and their Carer

Lead Officer: Anne Hughes-Jones

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	100	
Q1 11/12	Green	In Progress	100	A pilot scheme in North Denbighshire has been commissioned with Crossroads North Wales, funded via Continuing Health Care grant. The service provides project workers for up to 15 older service users with dementia or functional of mental health conditions, and who have a Carer. This is a flexible service that can be available in the evenings or at weekends. The ethos of the service is to maintain the independence of the service user and Carer.

PROVIDING DIRECTION

- Effective communication with staff through the ongoing changes in order to fully engage staff expertise and maintain motivation and morale

This is supported by a database of evidence to include FAQs, Team Minutes, Newsletters, Staff survey information, etc.

SERVICES PROVIDED

- Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

The percentage of people no longer needing a social care service following involvement from the reablement and intake service

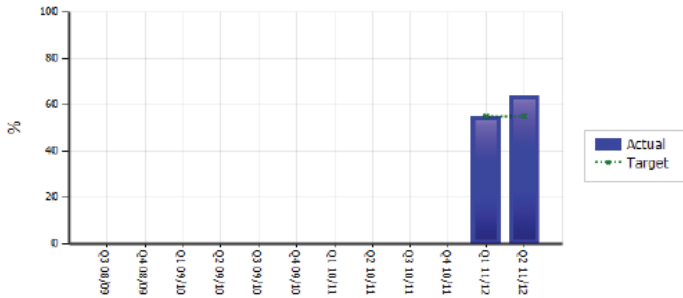
September 2011

Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: The percentage of people no longer needing a social care service following involvement from the reablement and intake service

Lead Officer: Cathy Curtis-Nelson



Period	Target	Actual	Wales Median
Q2 11/12	55.00	64.00	
Q1 11/12	55.00	55.00	

Period	RAG	Comment
Q2 11/12	Green	During the last quarter we have continued to work with our IT supplier to resolve an intermittent issue which results in performance for this indicator being over inflated. Whilst this work has not yet been fully finalised progress has been made and there is greater confidence in the current data. However, the actual position will not be known until the issues have been fully resolved.

The number of people receiving reablement and intake service

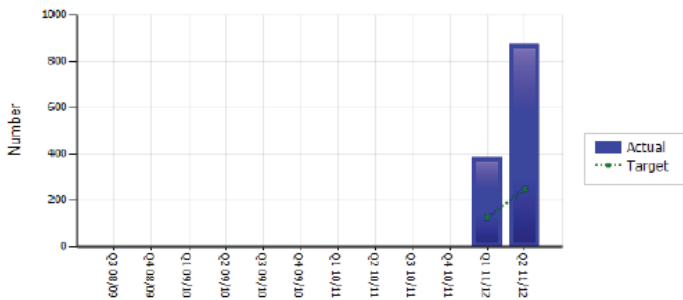
September 2011

Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: The number of people receiving reablement and intake service

Lead Officer: Cathy Curtis-Nelson



Period	Target	Actual	Wales Median
Q2 11/12	250.00	874.00	
Q1 11/12	125.00	386.00	

Period	RAG	Comment
Q2 11/12	Green	This is the number of people aged 18+ helped by Intake and Reablement from 01/04/2011 to 30/09/2011. Data includes new referrals as well as long standing cases that are referred to the service for their specific in put.

Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: Evaluate the Extra Care Housing Scheme (Outcome Agreement)

Lead Officer: Helena Thomas

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	30	Quality Assurance information is being collated from all partners and an evaluation exercise is scheduled for October / November.
Q1 11/12	Green	In Progress	25	Satisfaction surveys are being undertaken and an evaluation is being commissioned



Identify other suitable Extra Care Housing sites within the Denbigh area (Outcome Agreement)

September 2011

Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: Identify other suitable Extra Care Housing sites within the Denbigh area (Outcome Agreement)

Lead Officer: Helena Thomas

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	50	Work is continuing as planned to identify a suitable site in Denbigh.
Q1 11/12	Amber	In Progress	25	Feasibility Report commissioned work underway to engage and identify suitable partner/ develop model.



Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: Further develop reablement in Extra Care Housing

Lead Officer: Helena Thomas

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	50	Remains a focus for care and support team with reablement colleagues providing interventions and support to staff on sites and the development of measure.
Q1 11/12	Amber	In Progress	25	Remains a focus for care and support team with Reablement colleagues providing interventions and support to staff on sites.



Further develop reablement in sheltered housing

September 2011

Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: Further develop reablement in sheltered housing

Lead Officer: Helena Thomas

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	Complete	100	Law Yn Llaw established and some training of wardens undertaken with support of an OT rotation.
Q1 11/12	Green	In Progress	25	Law yn Llaw established and OT rotation continues to be supported by an O.T.



Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: Further develop reablement with housing support providers

Lead Officer: Helena Thomas

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	Complete	100	Working with care and repair on the use of independent living grant. No other activities planned at present.
Q1 11/12	Green	In Progress	25	Working with Care and Repair on the use of the Independent Living Grant

Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: Further develop reablement with independent sector providers

Lead Officer: Helena Thomas

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	50	All DCC Social Care training (both internal and contracted) is provided with an enabling ethos. Reablement care plans are written with outcomes to be achieved and independent sector providers have the support of a reablement officer and other qualified staff to deliver the outcomes to be achieved. The North Wales domiciliary care contract emphasises the need for all providers to work in an enabling way is due to shortly be implemented. There is also a project with the independent sector to address changing needs with a period of reablement, led by a Lead OT from the Intake & Reablement Service.
Q1 11/12	Green	In Progress	25	All DCC Social Care training (both internal and contracted) is provided with an enabling ethos. Reablement care plans are written with outcomes to be achieved and Independent Sector Providers have the support of a Reablement Officer and other qualified staff to deliver the outcomes to be achieved. The proposed North Wales Domiciliary Care Contract emphasises the need for all providers to work in an enabling way. There is also a project with the independent sector to address changing needs with a period of reablement.

Services Provided

Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services

ACTION: Reablement Project

Lead Officer: Anne Hughes-Jones



Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	Complete	100	
Q1 11/12	Green	Complete	100	
Q4 10/11	Green	Complete	100	This action has been completed. The service has been established and is now operating as expected.
Q3 10/11			100	

- Further development and implementation of a quality assurance framework and performance reporting**

Develop our performance management to focus on quality and outcomes and areas service users value

Services Provided

Further development and implementation of a quality assurance framework and performance reporting

ACTION: Develop our performance management to focus on quality and outcomes and areas service users value

Lead Officer: Craig MacLeod



Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Amber	In Progress	25	A 'Quality Group' has met to identify the key areas that our QA Framework should focus on. This work needs to be driven forward to update and implement a revised QA Framework. The speed of progress needs to be picked up and options to move this forward are currently being considered.
Q1 11/12	Green	In Progress	20	Quality assurance group established to review approach within Adult social care and to develop a revised QA procedure.



SHAPING SERVICES

- **Further development of partnership working with the BCUHB**

Establish integrated Health and Social Care locality teams

September 2011

Shaping Services

Further development of partnership working with the Betsi Cadwaldr University Health Board



ACTION: Establish integrated Health and Social Care locality teams

Lead Officer: Helena Thomas & Gwynfor Griffiths

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Amber	In Progress	25	From a Social Services perspective - four locality teams have been established. Intermediate Care Locality Board established August 2011. Q3 will provide a more detailed comment on progress
Q1 11/12	Amber	In Progress	25	Initial pilot site in Prestatyn continues to develop. Social care teams established in Rhyl and Ruthin and work underway to integrate with health colleagues. Denbigh team remain in Ruthin, accommodation in Denbigh being sought. Health and Social Care Locality Leadership Teams have been established in the north and south of the authority. Denbighshire Intermediate Care and Localities Board to meet late August.

- **Updating of commissioning strategies in order to provide continued clear direction of service developments**

Review progress and achievement of outcomes contained within commissioning strategies and to develop key priorities/actions

September 2011

Shaping Services

Updating of commissioning strategies in order to provide continued clear direction of service developments



ACTION: Review progress and achievement of outcomes contained within commissioning strategies and to develop key priorities/actions

Lead Officer: Anne Hughes-Jones

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	50	Updates on key commissioning strategies drafted
Q1 11/12	Green	In Progress	25	Framework for reviewing progress in delivering commissioning strategies and key actions for the next 12 months agreed

THE EFFECT ON PEOPLES LIVES

- Take up of Direct Payments

The Effect on Peoples Lives

Take Up of Direct Payments

ACTION: Re-launch Direct Payments

Lead Officer:

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Green	In Progress	50	ASMG agreed a set of principles for taking Direct Payments forward throughout service that aim to maximise: the take-up of Direct Payments, our contract with our Support Service Provider, the efficient and effective use of Council spend. A high visibility promotion and support programme of activity has been set which will be undertaken during Q3.
Q1 11/12	Green	In Progress	50	Service provider in place across Conwy and Denbighshire. Contract being finalised.



- Further development of community living schemes to meet need

Build an Intensively Supported Independent Living scheme in Henllan for disabled people

September 2011

The Effect on Peoples Lives

Further development of community living schemes to meet need

ACTION: Build an Intensively Supported Independent Living scheme in Henllan for disabled people

Lead Officer:

Period	RAG	Overall Status	% Complete	Comment
Q2 11/12	Amber	In Progress	40	There have been delays in the Planning pre-commencement conditions. The completion, has, therefore, been delayed until June 2012.
Q1 11/12	Amber	In Progress	25	Final tenant list agreed following options appraisal with staff. PCP consultation exercise carried out with tenants/families & staff - results used to inform service spec for tender. Interior spec agreed in consultation with OTs, SWs and CNs. Spring newsletter circulated to stakeholders. W&W Constructor appointed (Anwyl Construction).
Q4 10/11	Green	Overdue	50	After considerable opposition planning permission has been granted for the Henllan site and work should be completed by March 2012. Work is ongoing identifying potential tenants and preparing for the move to Henllan.
Q3 10/11	Amber	In Progress	50	Project agreed to build 3 bungalows each for 4 people on the site. Identified clients continue to be approached; however, Planning Permission is still awaited.



Annual Review and Evaluation of Performance 2010/2011

Local Authority Name: Denbighshire County Council

This report sets out the key strengths and areas for development / improvement in Denbighshire Social Services for the year 2010-11.

1. Summary of overall evaluation:

Denbighshire County Council has a vision to become 'A High Performing Council, Closer to the Community'. Developments within social services, such as the introduction of a locality team model in adult services and a wide variety of consultation and engagement activities across both adults and children's services are supporting the council's ambition to make services more accessible to all local citizens. A review of the effectiveness of the engagement activity is planned by the council for the coming year.

Adults and children's services have been restructured during 2010/11 and new models of provision and intervention introduced. One of the council's priorities is to use performance data and management intelligence to evaluate the effectiveness of the changes.

Progress has been made in most of the development areas identified last year but there remain two specific areas in children's services the re referral rate and the undertaking of statutory visits to looked after children where sufficient improvement has not yet been demonstrated. The council needs to maintain continued focus on achieving further progress. In addition the council needs to demonstrate that it's arrangements for the review of children in need are effective and that children's needs are being met.

2. The key strengths and areas for development / improvement identified in the review and analysis of evidence available about Denbighshire are set out, by theme, below.

GETTING HELP

Overall evaluation on this theme:

The council have provided examples of information leaflets, posters and booklets that cover a wide spectrum of services. There is good evidence that the council has continued to build on the valued 'Ceri's family' initiative to provide a useful approach to engaging with the public about social care issues. Although a range of useful information can be accessed via the website there are opportunities for the further development of both the information provided and the ease with which information can be accessed.

Adult's services

The council's model for adult social care is based on a 'systems thinking' approach, and the consideration of social care from a service user and carer outcomes perspective.

The council has introduced initiatives such as the 'My Life My Way' project, carers' forum and life cafés, to provide access to information and advice and promote well being. The council is confident that it is providing a good, effective response to referrals through the first contact team that is able to sign post people to other services when appropriate. However, with the exception of people signposted for welfare benefits advice, the council does not currently have robust means of determining if sign posting is effective in meeting people's needs. Consequently the council is unable to evaluate performance in this regard and to use the intelligence to inform its future capacity planning.

Performance standards are in place in relation to response times. In addition, new measures to support the performance management of the new reablement intake service and localities teams have been developed. These measures will capture performance from the 1st April 2011 and will be available to support the evaluation of performance during the next reporting year. The council have not provided performance evidence of the time taken to provide a care plan or service following referral, for this reporting year.

There is evidence of multi disciplinary assessment being well embedded in the mental health and learning disabilities teams and also in initiatives such as the Response and Rehabilitation Service (RARS), Home Enhanced Care Service (HECS) and in the locality teams. One of the locality teams Hafan Lles is now co-located with health colleagues and has further developed the integrated working model to include multi disciplinary team allocation meetings. This aim of this approach is to provide a seamless, coordinated and timely response to peoples needs.

An improvement area identified last year was the need to ensure equity of access to services. The council are seeking to address this through the development of the locality model, with the aim of increasing responsiveness to local need whilst maintaining core services and standards. The development of new performance measures should support evaluation of the effectiveness of this approach

The Health and Social Care Integrated Mental Health Service provides opportunities to fast track service users who require specialist assessment, to the specialist community mental health team. There has been some improvement in the equity of access across the county, to the home treatment service and the outreach services (identified as a development area last year), however the Wales Audit Office report on Mental Health Services published in July 2011 states that equity of access to all parts of the county was still a challenge. The council's actions to address equity of access will be subject to on going monitoring and review by CSSIW.

The Council's performance in relation to support for carers demonstrates that 77.3% of known carers were offered an assessment in 2010/11, and of those, only 33.7% were assessed. Of those assessed 85.2% were provided with service. The actual

number of carer assessments carried out in 2010/11 however increased by 42%, suggesting both an increase in awareness and demand for carers support. A carer's assessment pilot scheme involving the employment of dedicated carer assessors through the North East Wales Carers Information Service (NEWCIS) was conducted from January 2009 to March 2010. The pilot was evaluated in July 2010, and resulted in a continuation of the use of dedicated carers' assessors, a review of the threshold for referral to the dedicated service was needed and a simplification of the carers' assessment documentation. The council recognises the need to ensure that waiting lists do not reoccur and that quality of service is not compromised by increased demand.

The council is committed to simplifying pathways for service users and carers with the principle of having one contact, strengthening first response services and reducing bureaucracy. The objective of these measures is to allow practitioners to spend more contact time with service users, to enable better understanding of people's needs and encourage positive professional relationships.

The council has performed well in terms of delayed transfers of care. The rate per 1000 population aged 75 years and over has reduced from 1.21% to .71%, supporting a sustained good performance in this area of care management. Another area of good performance is in the elimination of the waiting list for occupational therapy assessment. This has been achieved through the employment of additional resources and changes to the model of service delivery.

Children's services

2010/11 has been a period of significant change in the management of children's services. Following the appointment of a new Head of Service and an evaluation of the way in which children's services are planned and delivered, a Referral and Assessment Project (RAP) chaired by the Director of Social Services was established. This project led to a reconfiguration of workflow processes and new performance indicators being established. The RAP led to the formation of a Duty and Assessment Team with clear transfer arrangements, for those children needing ongoing intervention, to longer term operational teams. The new structure includes an integrated family support service providing intensive intervention. The effectiveness of the new structure on improving outcomes for children and families will be subject to ongoing monitoring and review.

The council has also developed detailed procedural guidance for enquiry, contact and referral management. The guidance is supported by language and communication standards as well as standards of conduct for dealing with the public.

The new arrangements have resulted in changes in the numbers of 'contacts' and 'referrals' received. In 2009/10, 2593, referrals and information records were received compared to 1170 in 2010/11, whereas the number of contacts increased from 2278 in 2009/10, to 4982 in 2010/11. The council has reviewed, with the involvement of the LSCB, what constitutes a contact and what constitutes a referral. The percentage of referrals that proceed to assessment is higher than the Welsh average and the council may wish to explore the reasons for this difference. 78.9% of referrals were allocated to a qualified social worker for assessment. The council reports improved performance in decisions being made within 1 day, from 94.5%, to 95.5% in 2010/11. The re-referral rate was identified as an improvement area in last year's report. The re-referral rate has however increased slightly over last year and at 38.8% remains

unacceptably high. The council assert that the measures they have already taken will have a positive effect and this will be monitored by CSSIW during the coming year. The rate of re-referral raises questions about the council's initial decision making, the quality of initial assessment and the understanding of partner agencies in relation to the council's eligibility thresholds. Effective systems to monitor the quality of information gathering and decision making will be essential in ensuring that children and families receive a safe and responsive service that meets their needs in a timely way.

The council became a key member of the NE Wales Families First Consortium pioneer (along with Wrexham and Flintshire) in 2010/11. Joining the Consortium placed a requirement to explore and develop an integrated multiagency approach to the identification, assessment and provision of services to vulnerable families. There has been increased demand for services for children and families in need (CIN) and ensuring that there is well targeted, co-ordinated early intervention service, presents a challenge for the council. A multi agency joint referral and assessment panel with children's services, health partners, the police and education colleagues has now been introduced. The panel meets twice a week to manage and coordinate all potential referrals and promotes appropriate agency response. Of the CIN reviews that were undertaken in 2010/11 only 50.9 % were reviewed within time scales indicating that this as an area for improvement, as timely review of service provision promotes the effective meeting of changing needs and enables the council to evaluate the services provided.

The council has performed well in ensuring that all looked after children and all children referred under the child protection procedures are allocated to a qualified social worker. 96% of children in need also are allocated a qualified social worker. The council cites the increase in the numbers of looked after children as the cause of the deterioration in performance in respect of looked after children reviews held within the required timescales during the year from 98.8% to 94.7%. Performance in relation to statutory visits carried out within timescales was identified as an area for improvement in last year's performance evaluation report. However, the statutory visits to looked after children within timescales have actually deteriorated from 79.8% to 72.8% in 2010/11. The council is reminded that immediate action to address performance in this area is required.

The council has improved its performance with regard to the completion of initial and core assessments within the prescribed timescales. 81% of initial assessments were completed within timescales in 2010/11, which although an improvement from last year leaves scope for further improvement. The core assessment performance improved more significantly with 74.6% completed this year compared to 31.8% last year, However further improvement is still required.

Other positive developments include the completion of a directory of services for families of children with disabilities and the appointment of a transition coordinator to improve the smooth transition of children to adult services so that needs and expectations are managed.

The council reports making timely and effective assessments available to young carers through the assessment framework and through assessments commissioned from Action for Children. Performance indicators demonstrate that 100% of known young carers are being provided with an assessment and a service.

What the Local Authority does well:

Adult services

- Performance with regard to Delayed Transfer of Care.
- Initiatives taken to improve engagement with service users, carers and the public.
- Improved access to Occupational assessment.

Children's services

- Allocation of cases to qualified social workers supporting quality in service delivery.
- Decisions made within 1 day ensuring appropriate and timely response is made to referrals
- Services provided to known young carers.

What the Local Authority needs to develop/improve:

Adult services

- Evidence of consistency, effectiveness and timeliness in assessment and service delivery.
- Effective model of assessment and service delivery to carers established

Children's services

- Statutory visits to looked after children carried out in accordance with regulations (identified as a development area in last year's report)
- Further development of the newly implemented Families First initiative.
- Re-referral rate to provide evidence of improved effectiveness of intake processes. (This was also identified in last year's report).

SERVICES PROVIDED

Overall evaluation on this theme:

Adults Services

In 2010/11 the council commenced an ambitious transformation programme in Adult Social Services based on a systems thinking approach. The model incorporates a phased approach to service delivery, with phase 1 referring to universal services such as advice and information, welfare benefits and well being services. In the second phase services are provided to help people regain their skills, confidence and independence. The range of support available includes intermediate care, reablement, housing adaptations as well as the provision of equipment and assistive technology. The third phase includes the provision of formal packages of care. The model recognises that the phases are not always sequential.

The council recognises that the rate of older people supported in care homes at 26.03 per 1000 older people remains high and has identified a number of initiatives to develop community resources as an alternative to residential care. For example an extra care housing scheme is due to open later in 2011. The council have also reviewed the role of housing wardens and are developing sheltered housing into the hub of local community services. The transfer of the management of telecare from the Housing department to the Social Services is providing the council with increased

opportunities to expand assistive technology provision to support independence and promote safety and security in the community.

Specialist services for older people with dementia are commissioned from the supporting people team. Continuing health care (CHC) funding has been used to establish a single point of access for Elderly Mental Health support workers. Expressions of interest from the independent sector have been requested for the provision of elderly mental health day services. Contractual obligations include focussed activities and where necessary the provision of one to one support for people to access therapeutic and leisure opportunities. A service to provide a community based model to meet the needs of younger people with dementia has been commissioned and service will be available next year. Envisaged outcomes are age appropriate support, meaningful activities, respite options and maintained independence. The impact of this service will be evaluated over the coming months and subject to ongoing review by CSSIW.

As part of the council's Strategy for Older People, a number of community initiatives have been developed with the involvement of older people. These include 'My Life My way', 'telebuddies', and Rhyl life cafes. The initiatives focus on supporting involvement and social inclusion in community facilities. Some individual schemes are small scale and newly formed. The impact and sustainability of these services will need to be evaluated over the coming months. It is however encouraging that older people have been actively involved in the design and delivery of the services and demonstrates the council's willingness to respond to local needs and aspirations.

A Home Enhanced Care Service (HECS) pilot scheme started in June 2010 to provide targeted services to avoid admissions to hospital or long term care. This is a health led initiative however includes social workers in the team and social services managers are involved in the monitoring of the project. The impact of the scheme in reducing admissions will be evaluated over the coming months.

This range of activity coupled with services commissioned from the independent sector (including services from the Multiple Sclerosis Society, North Wales Deaf, Vision Support, Care and Repair and services participating in the 'New Work Connections' project) has supported the council's improved performance in terms of the numbers of younger adults aged 18-64 who are supported in the community from 91.98% to 93.15% in 2010/11.

The council has undertaken a housing needs analysis for people with a learning disability and a range of accommodation is being developed to meet identified needs. Present services include key ring schemes, adult placement, residential care and community living schemes. The council is seeking to provide alternatives to residential care and an intensive, supported, independent living scheme (ISLS) is currently being developed for both people with a learning disability and for people with a physical disability. This coupled with a well embedded person centred approach to care planning has potential to enable people with a learning disability to become more independent, exercise more choice and control over their lives and become more socially included. The council's progress in this important area of work will be subject to ongoing monitoring and review by CSSIW.

A person centred planning approach is well embedded in learning disability services and is used to develop provision as well as individual care plans. This approach coupled with increased options for independent living is providing people with increased opportunities to live in the community and remain socially included. A citizen directed support (CDS) pilot scheme was undertaken last year and following positive feedback from service users regarding increased choice and control about how their support is provided, the council has decided to roll out CDS across the learning disability service.

A review of day services for people with a learning disability has been undertaken during 2010-11 and has resulted in an increased range of services being offered so that people have increased opportunities to take up meaningful voluntary or paid employment, as well as increased opportunities for leisure activities. Current services include In house and independent sector work based activities, work placements under the New Work Connections project as well as a range of leisure activities. In addition, new day opportunities for people with a learning disability who are not able to work or who have retired have been developed so that they can remain socially included and pursue their preferred leisure interests.

Mental Health (MH) services are led by the Betsi Cadwaladr University Health Board. (BCUHB). The council is confident that procedures for ensuring cases are managed and reviewed are well established and regularly audited. There are also systems for the active management of complex cases through a rehabilitation panel that has enabled better matching of service users to services available. Services for people who misuse substances include some provision for residential rehabilitation. The Voluntary organisation Hafal has been awarded a 3 year contract to provide employment and training for people with mental health needs, to encourage meaningful employment, increased economic well being and social participation.

Adult services have a draft quality assurance framework in place. The framework makes explicit audit and review arrangements as well as service user and carer consultation processes. The Framework also includes feedback processes, reporting arrangements and the process for how findings are to be used in service evaluation and future planning.

Examples of service user feedback, influencing the reablement service, provision of equipment, welfare benefits, carers' consultation and involvement in service review have been provided as evidence of the council's active approach to engaging with citizens for improving service provision

A Results Based Accountability (RBA) approach to reporting against targets has been developed and designed to deliver performance information. Once robust data is available this will provide intelligence for key stakeholders and partners. The council needs to ensure that the data collected provides sufficient evidence of the timeliness and effectiveness of services in meeting need. People's views on service gaps and the effectiveness of support have informed the adult services structure, but the overall effectiveness of mechanisms for capturing unmet need is not clear.

Quality assurance arrangements for monitoring of adult contracted services include strengthened 'Quality Circles' for practitioners to contribute feedback from their experiences of reviewing services with individual service users. Community support officers work with contract officers to review community living projects and providers

are required to complete annual monitoring reports. The robustness of this approach has been enhanced by the improvement of performance in the timeliness of reviews carried out during the year to 84.9% from 67.9%. The council has provided some evidence of the quality of documentation and care management process as illustrated by audits. The effectiveness of these quality assurance measures will be subject to ongoing monitoring and review by CSSIW.

Children's services

The stated values of the children's services include children, young people and their families being involved in the planning and delivery of needs led, outcome focussed services that encourage families to be self sufficient and reduce dependency.

The council's self assessment found that a good range of family support services is provided not only through the Therapeutic and Preventative project and the Family Support Team, but also through externally commissioned services such as parenting programmes and family group conferences. An increase in demand for services for Children In Need however indicated that a coordinated approach to the delivery of family support services at a universal service level is required. The percentage of children in need reviews held within the statutory timescales at 50.9% is an area requiring immediate and significant improvement. The development of preventative early intervention family support services is now progressing through the 'Team Around the Family' (TAF) structure and the Families First initiatives that are partly grant funded. Evaluation of the effectiveness of the initiatives will be a key focus for 2011/12.

100% of known young carers were assessed in Denbighshire in 2010/11 and 100% provided with a service. The council recognises however that there is a challenge for all agencies to ensure that young carers are identified and supported in the most appropriate manner. The council has begun to implement the Children and Young People's Partnership (C&YPP) multi agency Young Carers' Strategy in 2010/11. The strategy calls for wider agency involvement in raising the profile of young carers. Information leaflets specifically for young carers have been produced and the council has provided a programme of events for young carers that are provided separately for older and younger children.

There was a significant increase (to 174) in the numbers of looked after children during 2010/11. The council performed well with regard to the stability of placement, with only 4.6% of children experiencing 3 or more changes of placement within the year. 100% of children had a plan for permanence in place at the due date.

The council has introduced a Placement and Recruitment Strategy and has been effective in increasing Fostering provision but placements for teenagers and large sibling groups remain a challenge. Successful placements have been made through the North Wales Adoption Services.

The council articulates a strong commitment to corporate parenting responsibilities. Attendance at school was good for both primary and secondary age children and a range of extra curricula activities is provided. The percentage of children with a personal education plan within 20 days of entering care or joining a new school however deteriorated from 97.6 to 88.5 and the number of children experiencing a change of school increased

A council priority for 2010/11 was to develop a multi disciplinary coordinated approach to emotional and mental health services for children and young people. In response a feasibility review was undertaken with a view to establishing a multi agency panel. The outcome of the review was that a panel was unnecessary. Quarterly reviews of stakeholders have been established to ensure that present systems are effective. The impact of the joint approach taken to meet the needs of children and young people in need of emotional and mental health services will be subject to ongoing review and evaluation by CSSIW over the coming months.

The council has provided 3 information days for children and families of children with disabilities to seek feedback regarding services provided and to discuss development plans for the future. Current services include social work support, overnight stays with 'in house' foster carers, residential respite and a project work service that allows children to expand their social horizons.

Direct Payments are available under the previous 'breaks for carers' funding stream as well as day care sponsorship at local day care facilities. Arrangements are reported to work well but are challenged by some children with highly complex needs, resulting in a small number of out of county placements. The council has been involved with the 5 other North Wales councils in a review of the provision of short breaks. Principles and protocols for the further development of collaborative working have been agreed. Envisaged outcomes are a wider range of short break options to meet increasingly diverse need.

Complex issues are dealt with routinely through the multi disciplinary 'Needs Matching Panel' and work has been undertaken during the year to move towards the development of an integrated service for disabled children. Further development work will be ongoing during 2011/12 and subject to ongoing monitoring and review by CSSIW.

Effective implementation of the 'Transitions Protocol' (a development area identified in last year's evaluation) is being supported by the appointment of a transitions coordinator. The coordinator is also leading on the Welsh government funded initiative to develop a non designated key worker service for children who fall below the thresholds for disability services. Progress in this important area of work will be evaluated over the coming months.

A Quality Assurance Framework (QAF) is in place with quarterly management meetings held to consider reports of audit, senior manager/director or member visits complaints and service user consultation activity. An identified improvement area from the audits is the completion of chronologies and evidence of supervision on case files. Managers were not always carrying out the required number of case files audits and the impact of the audits on practice is not clear. A new framework that makes a distinction between business/process audit and professional management has been introduced for 2011/12. The objective is to ensure a clearer focus on quality of practice, decision making, service delivery and achievement of outcomes. Evidence of effectiveness will be an area for consideration, during the next reporting year.

What the Local Authority does well:

Adult services

- Percentage of statutory reviews carried out within timescales.
- Increased range of community based services for people with a learning disability, following review and consultation.
- Involvement of older people in developing an increased range of community based initiatives.

Children's services

- Implementation of Transition protocol being supported by the appointment of a transition coordinator.
- Clear and structured QAF in place supporting the quality of service delivery.
- CYPP Young Carers Strategy in place and supporting improvements in service provision.

What the Local Authority needs to develop/improve:

Adult services

- Performance measures that demonstrate the effectiveness of new initiatives for the transformation of adult services.
- Further development/implementation of a quality assurance framework and performance reporting.

Children's services

- Further development of family support at the universal level, some of which are in the early stages of development or implementation.
- Development of integrated disability service to maximise potential for improvements to services for children with disabilities and their families.
- The percentage of reviews of children in need carried out within statutory timescales, to ensure services are meeting need and council resources are being effectively deployed.

THE EFFECT ON PEOPLES LIVES

Overall evaluation on this theme:

Adult services

The reablement strategy document 'Moving Forward' published in March 2011 seeks 'to expand the reablement ethos across all departments of the council and key partners'. The importance of engaging partners, particularly those in the independent sector, is recognised. A series of engagement and planning meetings have been held with independent providers, to encourage and enable them to support people to maintain their skill levels, or continue to improve their level of independence.

The council asserts that the current requirements to report performance data on a set census day has lead to an apparent deterioration in the rate of older people supported in the community with performance indicators recording 65.91 per 1000 people aged over 65 years being supported in 2010/11 compared to 105.60. The percentage of clients who were supported in the community is reported to be 83.34% in 2010/11 compared to 87.12%. However re ablement is now a constituent part of the intake model and operational feedback indicates that 75% of people that received a reablement service did not require a long term package of care.

The rate per 1000 adult clients assessed during the year who were provided with assistive technology is reported to be 91.94 which relates to 358 people who were assessed compared to the council's target of 350. The increase in the provision of assistive technology is consistent with the council's wider ambitions to promote and maintain people's safety and independence in the community.

In addition the council has taken steps to develop universal services to maintain wellbeing and independence. For example the council has held 'My Life My way' meetings that support and encourage older people to be forward looking and engaged in social, sporting and leisure activities, The meetings also encourage people to provide these opportunities for themselves so they are able to contribute to the community as a whole.

The council has developed a joint tender process with Conwy Council to commission a 3year Supported Scheme provider for Direct Payments (DP). Service users have been involved in developing the approach. The council have not provided data regarding the current take up of DP however it states that whereas there has been a positive take up from people with a physical disability, further work needs to be undertaken to improve take up across other service user groups and this will be an area for development during 2011/12.

The council reports that risk was managed in 86.6% of adult protection referrals that were made in 2010/11. This is a new performance indicator and comparative data is not therefore available. During the year, the council implemented a risk assessment tool developed under the initiative of the North Wales Adult Protection Forum, in all protection of vulnerable adult's procedures. The new release of PARIS (The councils IT system) explicitly incorporates risk assessment into the Unified Assessment (UA) process. Additional dedicated resources have been introduced into the POVA service to enable the service to monitor the implementation of actions identified in case conference. Increased training opportunities have been provided to non statutory housing support services to increase awareness and further protect vulnerable adults. Plans are progressing to integrate the Denbighshire and Conwy Adult Protection Committees. The council have identified the need to conduct a service user/carer involvement survey to ensure that the service is meeting the needs of vulnerable people. The outcome of the surveys will be subject to discussion over the coming months.

Children's services

A restructure and reconfiguration of children's workflow processes has resulted in the formation of the Duty and Assessment Team (DAT). The DAT is responsible for managing the referral and allocation systems as well as conducting assessments and investigations. The council clearly articulates a focus on the provision of preventative early intervention to support families in need.

The council has provided a series of consultation activities during the year in support of its commitment to engage with children young people and families in service development and feedback. Outcomes from these activities have been collated and in some cases have contributed to service evaluation, planning and commissioning. An example of investment being made in order to gain the benefits of service users' participation is the young inspector initiative. The council have identified the need to further develop the involvement and engagement of children and young people and their families in the wider service development and to provide feedback in a

consistent in a meaningful way. The council's progress in this important area of work will be monitored and evaluated by CSSIW over the coming months.

The joint Conwy and Denbighshire Local Safeguarding Children's Board (LSCB) has been in place since May 2008. The council held a development day in November 2010 and have provided evidence of their self assessment using the Welsh Government LSCB self assessment tool. Actions have been identified in response to areas where improvement is needed. The council reports that the LSCB training group provides 'good quality, multi disciplinary, safeguarding training to all agencies working with children across both counties. A Conwy and Denbighshire LSCB quality assurance framework is in place.

The council has demonstrated improved performance with regard to the percentage of child protection conferences that were held within 15 days of the strategy discussion, from 66.4% to 73.2 % in 2010/11. 86.2% of initial core group meetings were held within prescribed timescales compared to 85.3% last year. In both these areas the council needs to achieve further improvement. The council performed well in terms of the percentages of former looked after children with who it remains in touch (100%), supports in suitable accommodation (91.7%), and who are engaged in education, employment or training (91.7%).

What the Local Authority does well:

Adult services

- The person centred planning process is well embedded in the learning disability service with structured feedback to the commissioning and service development twice yearly.
- Development of community based services.
- Actions identified and implemented to engage the independent sector in the reablement service model.
- Improved monitoring of Protection of Vulnerable Adults (POVA) action plans.

Children's services

- Wide variety of consultation activities that have influenced service design and delivery.
- Child protection reviews held within timescales.

What the Local Authority needs to develop/improve:

Adult services

- Take up of Direct Payments (identified in last year's performance evaluation report).
- Further development of community living schemes to meet need.

Children's services

- Timeliness of initial Child protection case conferences and core group meetings to ensure that safeguarding procedures are implemented as soon as possible.
- Consistent structured feedback following consultation and engagement activity is required to demonstrate the value the council places on contributions made and to support continued engagement.

DELIVERING SOCIAL SERVICES

Overall evaluation on this theme:

The council assert a strong commitment to training and career development and has a positive view of collaborative approaches to providing services and support. Work force development activity across the social care sector is delivered through the Denbighshire Social Care Workforce Development Partnership (DSCWDP) and the joint Conwy and DSCWDP training group. Joint working is most clearly demonstrated in work with Conwy but the council also works with other regional partners to explore collaboration possibilities for training and workforce management. Other partnership training examples include the LSCB and the Integrated Mental Health Service.

The council provides in house traineeships and incorporates skill mix within teams to promote a learning culture. The council has been nominated for two social care accolades for its approach to Occupational Therapy professional career rotation opportunities and for promoting social care as a positive career choice through the Social Care in Partnership Ambassador Scheme. Staff appraisal processes are well embedded and have been extended to non office based staff. The council has recently achieved Investors in People re-accreditation.

Targeted work to reduce sickness rates have been successful in adults and business services but in children's services the sickness rate currently stands at an average of 15 days a year and needs to improve. An established stress management programme is in place to support staff welfare. The council state that they have been successful in reducing the use of agency staff from 12 to 2 during the year.

Within the council there is a strong corporate focus on performance with a stated ambition of being a high performing council by 2012. A wide range of performance information is reported to services and audits of quality and compliance to procedures and business standards take place. Internal and external challenge is used to understand and drive performance.

Service user engagement is more developed in some services than others, as are the processes for using the feedback or information gained in service review and development. Questionnaires are used extensively but a varying degree of response rate is seen and their value is therefore also variable. The council will be carrying out a corporate self assessment in 2011/12 as part of the strategic response to the vision of 'Getting closer to the Community'. The outcomes will be used to identify areas for development and enhancement. Social Services will be involved in this activity and will produce its own a development plan.

The annual complaints report is produced in an accessible format although it is not clear to what extent this is made available to the public. The report contains some analysis of themes and also benchmarking with other councils regarding the number of complaints proceeding to stage 2. Analysis is otherwise limited and the council should consider whether the analysis of complaints is being used effectively to improve both practice and provision

What the Local Authority does well:

- Demonstrates a strong service user /carer involvement ethos in most service areas.
- Demonstrates a strong commitment to training and career development.

- Staff appraisal systems are well embedded enabling the council to support professional development.
- Performance measures are designed to support new service models such as the reablement intake model and locality teams.

What the Local Authority needs to develop/improve:

- Critical review of effectiveness of service user /carer engagement activities and feedback mechanisms.
- Staff sickness rates in children's services.

SHAPING SERVICES

Overall evaluation on this theme:

The council identified £6.4m of efficiency savings for 2010/11 and state that this was achieved with minimal impact on frontline delivery. It was still able to invest in the corporate priority of demographic change and earmark some seed corn investment in an extra care housing scheme for Denbigh. Further financial savings of £5m have been identified for 11/12 and medium term plan has begun to identify where these efficiencies will be made. The total savings to be made by social services over the next 4 years will be £3.6m, with adult and business contributing £476k in 11/12 and children's and families £148k. Social services report a good track record of financial management.

In 2010/11 social services (as did other services) took part in comprehensive service efficiency challenges. Both adults and children's services have restructured. The intention now is to look at how estates and assets can be managed more effectively, such as in the co-location of teams with Health (e.g. Hafan Lles). In addition more flexible ways of working are being considered to maximise efficiency and opportunities for seamless service delivery.

There are clear links between service plans and corporate priorities and services will be completing self assessments on how communities are being involved in service development and the meeting of local needs.

Overall the council report having good working relationships with BCUHB It is acknowledged however that BCUHB are looking for regional consistency based on single consistent approaches and that there is the potential for this to conflict with the design of services to reflect and respond to local priorities. The council has identified the need to maintain a strong social services perspective within the governance of the Mental Health Partnership and whilst the development of regional approach to intermediate care and locality working has been effective to some degree further development is required. The council is a member of The North Wales Social Services Improvement Collaborative. The forum provides for debate and agreement with BCUHB through developing appropriate management coordination and governance structures between the local authorities and BCUHB. It is acknowledged that this remains challenging.

The council reports having developed existing commissioning strategies in consultation with partners and service users and in line with the National Service Frameworks for older people, mental health and children and young people. A number of strategies are now nearing the end of their cycle and will be updated in 2011, taking account of the developing regional approach. A multi agency mapping

exercise has begun and this will inform the commissioning strategy for supporting vulnerable families utilising the Families First Grant.

The council has been actively involved in and sometimes leading, work to develop regional commissioning procurement and monitoring. Work is progressing to develop a reablement approach to contracts with the independent sector.

What the Local Authority does well:

- Sound financial management.
- Regional, sub regional and interagency partnership working.

What the Local Authority needs to develop/improve:

- Further development of partnership working with the BCUHB
- Up dating of commissioning strategies In order to provide continued clear direction of service developments.

PROVIDING DIRECTION

Overall comment on this theme:

The council articulates close integration between corporate and social services strategic objectives and a coherent structure of management activity to support this approach. New corporate senior leadership team and corporate executive team arrangements came into being in January 2011. The role of corporate directors has been changed with corporate and strategic responsibility for the development of the organisation rather than for service management.

Detailed attention has been given to ensuring clarity about the Role of Director of Social Services and the accountabilities of the Heads of Service. The new structure has only been in place for 3 months so it is too early to evaluate its full impact. The council assert that the role of the Director of Social Services as a corporate director gives positive benefits in aligning objectives and business development plans. Corporate performance management systems are in place for social services and in 10/11 budget challenge meetings and twice yearly service performance review meetings were introduced.

Within social services there has been a period of considerable change in senior structure and service delivery models, as well as in senior management personnel in the case of children's services. The strategic direction of children's and families services and adult services is clearly expressed. Effectiveness of the changes will take time to be demonstrated and will be subject to ongoing CSSIW review.

A recent staff survey indicates that whilst the majority of feedback was positive, there appeared to be some issues about communication that may be related to the change process. The council have provided evidence of actions taken to keep staff informed and engaged.

The Wales Audit Office assessment in January 2011 was that the Council's leadership was good and that it was driving change. The Wales Audit Office has recently issued an update letter to the council that refers to progress made on the improvement areas previously identified. These improvement areas include streamlining and improving scrutiny arrangements, and further defining the council's

interpretation of what success in achieving their strategic vision to be high performing and closer to the community will look like. Managers are now beginning to work closely with area elected member groups to develop understanding of local needs and facilities the locality team service model and the approach to voluntary sector funding issues.

Corporate and political support for social services is reported to remain consistent and strong. A new scrutiny structure was put in place in May 2011 in order to improve the effectiveness of the scrutiny role.

During 2010/11 the council has published its Big Plan combining the work of the C&YPP and HSCWBP. The outcome areas identified indicate a close integration between the social services agenda and that of other council departments and strategic partnerships. Social services are reported to play a full role in corporate community engagement work in and with the third sector, supporting LSB community forums.

What the Local Authority does well:

- Social services and corporate priorities are well integrated.
- Social services have a clearly expressed strategic direction.

What the Local Authority needs to develop/improve:

- Further development of the new structure and service delivery models in adults and children's services.
- Effective communication with staff through the ongoing changes in order to fully engage staff expertise and maintain motivation and morale.

Report To: Performance Scrutiny Committee

Date of Meeting: 1 December 2011

Lead Member/Officer: Leader of the Council
Head of Business Planning & Performance

Report Author: Corporate Improvement Officer

Title: Monitoring Corporate Plan Performance 2011-12, Quarter 2.

1. What is the report about?

- 1.1. This report provides a summary of current performance in 2011-12 against: each outcome within the Corporate Plan; the 2012 Indicators; and our Outcome Agreement with the Welsh Government. Due to their importance, the report now also includes an outcome about safeguarding and child protection, and an outcome about the protection of vulnerable adults.

2. What is the reason for making this report?

- 2.1. The reason for the report is to enable Performance Scrutiny to carry out their performance management function in relation to the Corporate Plan 2009-12. Performance management of the Corporate Plan is essential to ensure that the council is able to take action to address specific performance issues.

3. What are the Recommendations?

- 3.1. That Performance Scrutiny considers the current likelihood of achieving the outcomes detailed in our Corporate Plan, and follow up performance related issues with the appropriate Head of Service where specific concerns are raised, or where improvement currently looks challenging.
- 3.2. That Performance Scrutiny approves the proposed Action Plan to address issues identified within this report (see paragraph 28 for details).

REPORT DETAILS

4. 2012 Indicators

- 4.1. The 2012 indicators are the set of national performance indicators chosen by the council to act as a proxy to evaluate whether we are on track to becoming a "High Performing Council". We will use this set to compare our performance against other local authorities in Wales to establish whether we have become a high performing council by 2012.

- 4.2. We have the ambition to perform within the top half (top 2 quartiles) of authorities in Wales for all of the 2012 indicators. However, for those indicators where we were already in the top half at the start of the Corporate Plan, our aim is to improve this position to be in the top quarter of authorities. For those indicators where we were already in the top quarter at the start of the Corporate Plan, our aim is to maintain that position. It should be noted that these are aspirational targets, and it may be possible to demonstrate that we have become a ‘high performing council’ even if we don’t manage to achieve all of these targets.
- 4.3. Our most recent annual performance against the 2012 Indicators (figure 1) shows significant improvements from the baseline position at the start of the corporate plan (2008-09), with only 3 of the 19 indicators remaining in the bottom half of authorities in Wales.

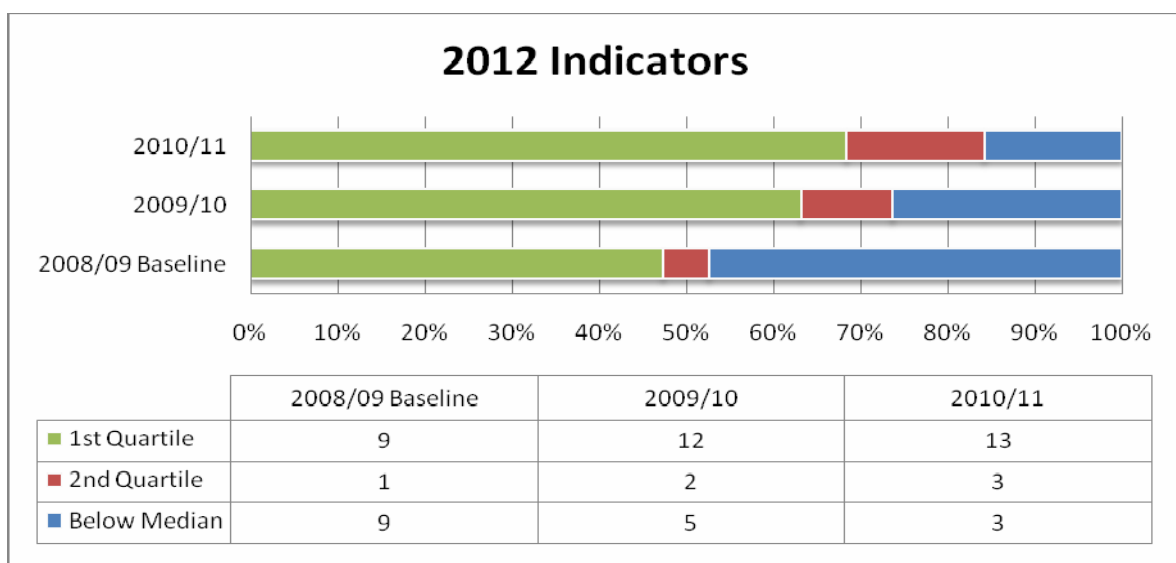


Figure 1 Presents our annual historic performance against the 2012 Indicators.

- 4.4. The current status of the original 3 indicators identified as being below median performance during 2010-11 has changed due to the availability of provisional education data.
- **EDU002i** *The percentage of all pupils, including those in LA care, in any LA maintained school, leaving compulsory education, training or work-based learning without an approved external qualification.* This indicator has shown steady improvement in recent years, but provisional performance for 2011-12 shows a decline with a greater percentage of pupils leaving without an approved external qualification. Therefore, this indicator is likely to remain below the Wales median for 2011-12.
 - **EDU002ii** *The percentage of pupils in LA care, in any LA maintained school, leaving compulsory education, training or work-based learning without an approved external qualification.* The provisional data for this indicator is positive and it appears that no looked after children left without an approved external qualification. Therefore, this indicator is no longer at risk of being below the Wales median for 2011-12.

- **EEF002** *The percentage change in carbon dioxide emissions in the non domestic public building stock.* This indicator fluctuates year on year as it is based on a percentage change from one year to the next. Our carbon emissions increased in 2010-11, and we performed within the 4th quartile. We will have to improve our performance considerably in 2011-12 in order to perform above the Wales Median. The service has analysed results from a sample of sites and the results show a reduction in energy consumption during the first half of this year, which should improve our performance in this indicator.

4.5. The most up-to-date performance data available for the quarterly measures in the 2012 set highlight 4 additional indicators that may require scrutiny or intervention in order to achieve performance above the Wales median for 2011-12:

- **SCA019** *The percentage of adult protection referrals completed where the risk has been managed.* Showing a decline in performance from quarter one, performance looks to be below the expected Wales median level.
- **PSR004** *The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.* The new Empty Homes Officer was not appointed until June 2011 and their initial task was to cleanse the database of properties. The delayed start to progress direct action by the local authority will impact on the overall performance of this indicator although the service is confident of achieving performance commensurate with our aim.
- **SCC002** *The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.* A further three children have experienced school moves during the second quarter. The cohort for this indicator is very small (98) and performance will continue to be monitored closely to ensure that moves are minimised. However, there will always be circumstances where a school move is a positive way forward for a child/young person, and this needs to be considered when evaluating performance against this indicator.
- **SCC033b** *The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.* One young person (from a cohort of 6) was in custody which is not considered to be suitable accommodation.

5. The Council's Improvement Objectives

5.1. The council currently has five Improvement Objectives, four of which relate to our Corporate Priorities (Demographic Change; Regeneration; Modernising Education; and Roads and Flood Defences). The fifth Improvement Objective ("Improving the Council") is based on the work of the Business Transformation Programme, and progress is therefore monitored by the Business Transformation Programme Board.

5.2. The council has pledged to deliver nine community-focused outcomes associated with our four corporate priorities. A summary of performance against these nine outcomes is provided below, with further details contained within Appendix II.

6. Improvement Objective: Adapting service delivery to address demographic changes

6.1. There are three outcomes relating to our “Demographic Change” Improvement Objective:

- Older people are able to live independently for longer.
- People with learning disabilities are able to live independently for longer.
- Community initiatives meet the needs of an increasing population of older and disabled people

7. Outcome 1: Older people are able to live independently for longer

7.1. This outcome is about enabling older people to live safely and independently in their community, without the need for service provision. To do this we focus on services that promote independence (i.e. intermediate care).

7.2. The current status of the outcome, as defined by the indicators, is POSITIVE. We have shown improvement from quarter 1 to quarter 2 across most of the indicators and performance measures in this outcome. Furthermore, the results of the Resident’s Survey show an improvement from 2009 to 2011 in the positive response rate to the questions “My council has helped me to live independently” (an increase of 8% to 71%) and “My council will help me when I need social care support” (an increase of 7% to 70%).

7.3. Performance remains below target and shows no improvement in only one performance measure “the percentage of older people having their needs and care plan reviewed on time”. The cumulative performance from 1st April 2011 to 30th September 2011 indicates that underrepresented performance is an issue as there are a number of reviews that have taken place that have not yet been formally recorded on our systems. Work continues to ensure that data is recorded to provide a true reflection of performance.

7.4. As discussed in the Service Performance Challenge meeting on 31st October 2011, a potential new indicator, “*The rate of new placements of older people (aged 65+) whom the authority supports in care homes per 1000 population aged 65+ at the 31 March*”, could be used to complement the current indicator “*The rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March*”. This will help illustrate the impact of our strategy on the rate of new care home placements, which is the area we are able to exert more influence on. The data shows a steady decline in the rate of new care home placements between 2009 and 2011 but we would like to ascertain our position prior to the beginning of the Corporate Plan to help illustrate the significance of improvements.

- 7.5. The majority of improvement activity is progressing as planned with no significant issues affecting delivery.

7.6. **Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that data validation and checks needed to be performed on the indicator *“The percentage of clients who are supported in the community during the year aged 65+”*. An update on the necessary data validation checks is outstanding.

7.7. **Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that suitable measures from the People and Places Programme should be identified to supplement this outcome. The indicators have been identified and will be used once they are fully developed with historic data. As highlighted in paragraph 7.4, it is recommended that we include the additional indicator to provide a complementary perspective to care home placements in Denbighshire.

8. Outcome 2: People with learning disabilities are able to live independently for longer

- 8.1. This outcome aims to enable people with learning disabilities to live safely and independently in their community. To do this we aim to shift the balance from those requiring support in care homes by offering the necessary support to those individuals who can benefit from independent living in their own home.
- 8.2. The current status of the outcome, as defined by the indicators, is POSITIVE. Improvements are noted in the rate of adults with learning disabilities helped to live at home. Despite seeing an increase in the rate of adults with learning disabilities supported in care homes, we remain on target for 2011-12. However, continued scrutiny may be required to ensure that we meet our end of year target. Both indicators are showing results that are an improvement on our baseline performance from 2008-09.
- 8.3. The majority of improvement activity is progressing as planned with no significant issues affecting delivery. The only exception is the activity to build an Intensively Supported Independent Living scheme in Henllan for disabled people, which has been subject to delays in the planning pre-commencement conditions and has resulted in a revised scheme completion date of June 2012.

9. Outcome 3: Community initiatives meet the needs of an increasing population of older and disabled people

- 9.1. This outcome is about the council delivering community initiatives to meet the needs of an increasing population of older and disabled people with the aim of improving the health and wellbeing.
- 9.2. The overall status for the outcome, as defined by the indicators, is NEUTRAL, as there is a balance between positive and negative data. The results from the

Resident's Survey 2011 are positive; however, the key New Work Connection (NWC) indicator, which is reported quarterly, remains significantly below target.

- 9.3. The disability sports sessions indicator is also performing below target. The only activities able to contribute to this indicator are the disability swimming sessions as no other activities are currently taking place. The reason (as noted in paragraph 9.5) is identified as no officer being in post.
- 9.4. The majority of improvement activity is progressing as planned with no significant issues affecting delivery.

9.5. **Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that appropriate data collection and reporting procedures needed to be put in place for the indicator "*the number of participants in disability sport sessions*". At this point in time the service is only compiling information on disability swimming sessions. There has been no Disability Sport Officer in place since May 2011 and no specific sessions are being run by the service. A possible replacement is being discussed with Sport Wales who previously funded the post.

10. Improvement Objective: Reducing deprivation, and growing Denbighshire's economy sustainably, by strategically targeting resources

- 10.1. There are three outcomes relating to our "Regenerating Our Communities" Improvement Objective:
- Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales.
 - We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available.
 - The rate of decline in the rural economy will be reduced.

11. Outcome 4: Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales

- 11.1. This outcome aims to bridge the gap between the most deprived communities in Rhyl and the rest of Wales by focussing on three areas: economy; education; and environment.
- 11.2. The current status of this outcome, as defined by the indicators, is NEGATIVE, due to unmet targets in a number of indicators and a reduction in the positive responses to questions in the Resident's Survey 2011.
- 11.3. The Resident's Survey shows a decline in the percentage of positive responses to the statements "Satisfaction with their local area as a place to live (Rhyl)" (a decrease of

2% to 74%) and “Their local area had got better, got worse, or stayed the same in the last 12 months (Rhyl)” (a decrease of 4% to 66%).

11.4. The provisional figures for the average point score for pupils aged 15 in Rhyl schools improved but did not meet our target. However, the target was incredibly ambitious as it was set at the projected Wales median level for schools where performance has historically been significantly lower. It should therefore be noted that improvements have been made, and the gap between Rhyl schools and the Wales median is closing.

11.5. The Job Seeker Allowance (JSA) claimants in each LSOA in Rhyl, have been steadily reducing since a peak in March 2011, but have not met our target to reduce the gap between the Rhyl LSOAs and Denbighshire.

11.6. The majority of improvement activity is progressing as planned with no significant issues affecting delivery. The only exception is the Foryd Harbour Project, which having been through a restructure to put in place more robust management arrangements, reported to Cabinet (25.10.2011) the need for additional funding to meet the current shortfall and help contain future risks/overruns for this project.

12. Outcome 5: We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available

12.1. This outcome is all about what the council can do to support sustainable economic growth in a wider economic climate through targeted activity.

12.2. The overall status of this outcome, as defined by the indicators, is POSITIVE. We continue to achieve good performance in JSA claimants in Denbighshire by meeting our target of being lower than the Wales JSA claimant rate, and we also remain below the UK level. Although this is positive, it masks a steady increase in JSA claimants since a low of 3.4% in May/June 2011.

12.3. The figures for the relative reduction in economic inactivity have been updated from the most recent publication from NOMIS and represents April 2010 to March 2011. The data shows that Denbighshire has lower levels of economic inactivity (26.2%) when compared to Wales (27.5). However, this it is still higher than the UK rate (23.8%).

12.4. All of the improvement activity is progressing as planned with no significant issues affecting delivery.

13. Outcome 6: The rate of decline in the rural economy will be reduced

13.1. This outcome focuses on what the council is doing to improve the condition of the rural economy through the delivery of specific improvement activity.

13.2. The overall status of this outcome, as defined by the indicators, is POSITIVE. A number of annual indicators relating to Rural Key Fund projects have already reported success and are now complete (as of August 2011).

13.3. All of the improvement activity is progressing as planned with no significant issues affecting delivery. The only exception is the Destination Denbighshire Project. Following the appointment of a project officer, the initial research has been undertaken but the project is running behind schedule.

14. Improvement Objective: Modernising the education service to achieve a high level of performance across the county

14.1. There is one outcome relating to our “Modernising Education” Improvement Objective:

- Denbighshire will be within the top 10 performing authorities in Wales for educational attainment.

15. Outcome 7: Denbighshire will be within the top 10 performing authorities in Wales for educational attainment

15.1. This outcome is all about improving educational attainment for children and young people in Denbighshire to enable them to reach their full potential.

15.2. The current status for the outcome, as defined by the indicators, is generally POSITIVE. The provisional results for 2011-12 are showing significant performance improvements in all but one key indicator. These improvements are also reflected in the Resident’s Survey, where the results show an improvement in the positive response rate to the questions “Satisfaction with primary education (5-11)” (an increase of 2% to 93%) and “Satisfaction with secondary education (11-16)” (an increase of 3% to 82%).

15.3. The indicator where performance has declined was pupil achievement rate for Key Stage 1 Core Subject Indicator (CSI). This decline in performance is not unexpected as the changes to the foundation phase education has been piloted in a number of our best performing primary schools, and their results therefore do not form part of this indicator for this year.

15.4. Despite a performance improvement in pupil achievement rates for Key Stage 3 CSI we did not meet our target. This is compounded by the high rate of improvement across Wales, which is pushing the median and upper quartile positions higher than anticipated. All other indicators appear likely to be on target to be within the top 10 or top quarter of authorities in Wales.

15.5. All of the improvement activity is progressing as planned with no significant issues affecting delivery.

16. Improvement Objective: Securing a Sustainable Road Network and Flood Defences

16.1. There are two outcomes relating to our “Roads and Flood Defences” Improvement Objective:

- Residents and visitors to Denbighshire have access to a safe and well managed road network
- Properties have a reduced risk of flooding

17. Outcome 8: Residents and visitors to Denbighshire have access to a safe and well managed road network

- 17.1. This outcome reflects our ambition to provide residents and visitors with a safe and well managed road network. The outcome has been extended for 2011-12 to include improvements in road safety and management as well as improving the overall quality of our road network.
- 17.2. The current status for the outcome, as defined by the indicators, is NEUTRAL. There is not enough information to provide a more detailed analysis of performance at this point in time. There are data gaps in the quarterly data, where it is noted that the rate of accidents will not be available until the end of November, and the remaining indicators are annually reported.
- 17.3. The Resident's Survey 2011 presents a negative picture as it shows a reduction in the positive response rate to the questions relating to road, street, and footpath condition. Satisfaction with 'maintaining main roads in good condition' (decreased by 3% to 61%). Satisfaction with 'maintaining local streets in good condition' (decreased by 2% to 63%). Satisfaction with 'maintaining footpaths in good condition' (decreased by 5% to 63%).
- 17.4. All of the improvement activity is progressing as planned with no significant issues affecting delivery. The only exception was the Task and Finish Group review of parking enforcement. This has now been identified as a Conwy only action and will therefore be removed from future reports.

17.5. **Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that the remaining undefined performance measures for the new "roads are of a high standard" outcome needed to have local guidance developed using the National Guidance Template. Local guidance has now been developed for the necessary indicators. Through this process it was proposed by the service to remove the "*The total amount of highways related insurance costs (£s) per km of local authority road network*" performance measure. The reasons put forward by the service to remove the indicator relate to the variability in the level and nature of claims meaning figures can quickly become skewed.

17.6. **Quarter 1 Action Update.** In the Quarter 1 Performance Report, it was agreed that any remaining historic data for the new "roads are of a high standard" outcome needed to be collected and input into Ffynnon. Where historic data was available, this has now been collected and input into Ffynnon.

18. Outcome 9: Properties have a reduced risk of flooding

- 18.1. This outcome is entirely related to our flood defence works, where we seek to protect an increased number and percentage of properties from the risk of frequent flood events.

- 18.2. The current status for the outcome, based on the indicators, is NEGATIVE. However, this is due to the grant and match funding approval that was expected for the Corwen Flood Defence Scheme not being confirmed during 2010-11. The Corwen scheme remains a high priority for government grant funds and we still expect to deliver the benefits from this, only later than our original expectation.
- 18.3. The status remains unchanged in quarter 2 and is not likely to change this year as no more activity is planned which would increase the percentage of properties with a reduced risk of flooding in this financial year. The performance measures for this outcome are all reported annually.
- 18.4. All of the improvement activity is progressing as planned with no significant issues affecting delivery. The contractor appointment for the Rhyl Flood Defence Scheme has been completed. Communication and education activity on the flood defence schemes are progressing through the schools as planned and the development of a coastal defence strategy continues as planned with a procurement route established.

19. Safeguarding and Child Protection

- 19.1. A number of key national indicators relating to safeguarding and child protection require focused attention to ensure satisfactory performance. Some of these indicators have been identified as areas for improvement by the Care and Social Service Inspectorate Wales (CSSIW). They were: the re-referral rates (SCC010); reviews of children in need plans (SCC016); statutory visits to looked after children (SCC025); initial child protection conferences (SCC014); initial core group meetings (SCC015); and sickness absence rates in Children and Family Services. The other key indicators have been identified by the service as important for regular monitoring.
- 19.2. The current status for the outcome, based on the indicators, is NEUTRAL, with significant improvement in some indicators balanced by a reduced or static performance in others (table 1). Significant improvement has been made in the re-referral rates this year (SCC010), which was much higher than the Welsh median in 2010-11, but is now nearing upper quartile performance. Similarly, significant improvement is being achieved with initial child protection conferences (SCC014), where our performance has moved from a position much lower than the Wales median to above upper quartile performance. We are currently showing improved performance with reviews of children in need plans (SCC016) and statutory visits to looked after children (SCC025) but performance remains below the Wales median. The sickness absence rate has increased this year from 6.49 in 2010-11 to 7.51 in 2011-12.
- 19.3. Work is underway to ensure improved performance is achieved with reviews (SCC016) and visits (SCC025). The service has implemented reporting of completion of Children In Need (CIN) reviews to ensure activity is being captured and recorded. In addition, closer monitoring and more frequent reporting to the Children and Family Management Team (CFMT) now take place.

Table 1 The key child protection performance indicators as used by the LSCB and identified by CSSIW for improvement.

		Wales Median	Upper Quartile	Denbighshire Actual	Quarter 1	Quarter 2
		2010-2011			2011-2012	
SCC010	The percentage of referrals that are re-referrals within 12 months	26.5%	19.0%	38.8%	23.9%	21.7%
SCC014	The percentage of initial child protection conferences due held within 15 working days of the strategy discussion	87.2%	94.2%	73.2%	100%	97.4%
SCC015	The percentage of initial core group meetings held within 10 working days of the initial child protection conference	87.6%	94.6%	86.2%	87.5%	85.7%
SCC034	The percentage of child protection reviews carried out within statutory timescales during the year	97.7%	99.2%	100%	100%	100%
SCC016	The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	75.4%	78.5%	50.9%	85.2%	65.9%
SCC025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	84.1%	88.7%	72.8%	78.4%	80.8%
SCC043 (a)	The percentage of required core assessments completed within 35 working days	67.8%	84.7%	74.6%	70.0%	62.5%
SCC043 (b)	The average time taken to complete those required core assessments that took longer than 35 days	68.9	58.3	84.6	119.8	80.6
	The number of working days/shifts per full time equivalent (FTE) employee lost due to sickness absence	9.80	9.40	15.4	1.88	7.51

20. Protection of Vulnerable Adults

- 20.1. The Denbighshire Adult Protection Committee meet on a quarterly basis to develop, monitor and evaluate the practice of the adult protection procedures and to promote joint working between partner agencies. There is also a North Wales Adult Protection Forum that meets on a quarterly basis.
- 20.2. We are still awaiting a Welsh Government response to the review of 'In Safe Hands' and the All Wales Adult Protection Procedures was launched on 01.04.2011 as an Interim Policy in anticipation that there may be other changes implemented due to the result of the review.
- 20.3. Denbighshire's performance against the Protection of Vulnerable Adults (POVA) performance indicator for 2010-11 shows that 92.7% of POVA cases demonstrated that the risk to adults at risk was removed or reduced.

21. Outcome Agreement

- 21.1. Each local authority in Wales has developed an Outcome Agreement with the Welsh Government, which sets out how each council will work towards improving outcomes for local people within the context of the Welsh Government's national priorities. By their nature, most outcomes for the citizens of any local area cannot be delivered by one organisation alone. As a result, Outcome Agreements must have a strong collaborative element, as well as evidence of partnership working in order to have the greatest impact. A summary of our Outcome Agreement is attached at Appendix III.
- 21.2. Outcome Agreements run for a 3 year period from 2010-11 to 2013-14, and successful delivery against the agreement results in the payment of an annual Outcome Agreement Grant to the council of approximately £1million.
- 21.3. Each Outcome Agreement consists of 10 outcomes, which are evaluated annually to determine whether the council has successfully delivered as set out in the Agreement document. The scoring system used is as follows:
- Collaborative actions fully successful – **3 points**
 - Local authority (only) actions fully successful *or* collaborative actions partially successful – **2 points**
 - Local authority (only) actions partially successful *or* collaborative actions unsuccessful – **1 point**
 - Local authority (only) actions unsuccessful – **0 points.**
- 21.4. The council can therefore score a maximum of 3 points for each outcome, resulting in a maximum annual score of 30 (i.e. all 10 outcomes successfully delivered through collaboration). The Outcome Agreement Grant is then allocated on a percentage depending on the total scored, as follows:
- 25 – 30 = 100%
 - 20 – 24 = 75%
 - 15 – 19 = 50%

- 0 – 14 = 0%

21.5. The council will therefore start to lose a proportion of its Outcome Agreement Grant if it loses more than 5 points in any one year. We have recently received confirmation from the Welsh Government that we successfully delivered against our Outcome Agreement during 2010-11, with a score of 29 from a possible maximum score of 30.

21.6. Our Outcome Agreement is a large document, with each of the 10 outcomes containing several indicators, performance measures and improvement activities. It is therefore suggested that the Quarterly Performance Reports contain an exceptions report to highlight any concerns within particular outcomes.

21.7. The outcome agreement exceptions report (paragraphs 21.8 – 21.10 below) provides a brief summary of the improvement activity and indicators (those reported quarterly) that may need some form of scrutiny or intervention in order to ensure that we meet our commitment. The criteria used for the exception report is to include any indicator that is below target and any improvement activity that is Red, Red/Amber or Amber.

21.8. **Outcome Agreement 3. A strong and prosperous economy helps reduce poverty.** This outcome is at risk of not meeting the targets for all indicators in 2011-12.

- For the number of individuals taken above the UK and Welsh Assembly Government poverty lines we are currently performing 31% below our target. At this point in the year we expected to have helped near 500 people, but so far we have only helped 346.
- For the benefit and tax credit gains confirmed we are currently performing 5% below our target. By this time we expected to have confirmed £3.5m in benefit and tax credit gains, but so far we have only confirmed £3.3m.
- For debts resolved we are currently performing 26% below our target. By this time we expected to have confirmed £7.5m in debt resolutions, but so far we have only confirmed £5.5m.
- Overall there has been a reduction in performance compared to 2010-11. This reflects Denbighshire funding reductions and budget restrictions all three organisations have faced since April 2011.

21.9. **Outcome Agreement 4. Children and young people grow up as active citizens and achieve the highest possible standards of wellbeing.** This outcome contains one indicator and two actions that do not meet the planned performance expected in the outcome agreement.

- For the percentage of initial assessments completed within 7 working days we are currently slightly below target with a performance of 83.7% against a target of 85%.
- The improvement activities identified with a Red/Amber status are “Recruit a Hyfrydle Integrated Services Project Manager” and “Evaluation of multi agency panel approach”. Engagement with the recruitment of a project manager has transferred to Modernising Education (in conjunction with Head of Children and Family Services). There was a project manager up to April 2011. It was felt that

a project manager was no longer required and the “project” part was closed having been signed off. The responsibility for taking it forward now rests with Betsi Cadwaladr University Health Board (BCUHB) and has involvement from Modernising Education and Children’s and Family Services. The Multi Agency Panel was established in August 2011 and is lead by BCUHB. It is unlikely that the evaluation would be appropriate just yet. It is unlikely that the Hyfyrdle development will be in place until at least September 2012.

21.10. Outcome Agreement 10. Public Services are Efficient and Provide Value for Money. This outcome contains two actions that are progressing but have been flagged with an amber status.

- The delivery of efficiency savings against the North Wales Procurement Partnership work programme is progressing where some projects identified in the work programme have been delivered, but some need further work to deliver benefits.
- The implementation of a corporate e-procurement solution is progressing and the e-sourcing system is now live and being used as standard for any projects that are handled by the corporate procurement team. There are 10 tenders currently live. The next stage is to roll the technology out to all departments, which will need project planning.

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

22.1. The information in this report is an overall progress update of the indicators and activity that make up the Corporate Plan. The end result is an evaluation of the likelihood of success for each outcome, and by association, each Improvement Objective. Further detail relating to the performance of each Improvement Objective is attached at Appendix II.

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

- 23.1. Any additional resource requirement (staffing or financial) will be determined and met by the service responsible for carrying out the activity.
- 23.2. The Corporate Plan 2011-12 has been equality impact assessed, highlighting the need for additional equality impact assessments to be undertaken on specific projects and actions.

24. What consultations have been carried out?

24.1. A draft of this report was distributed to the Senior Leadership Team on the 17 November 2011 prior to the meeting of Performance Scrutiny on 1 December 2011.

25. Chief Finance Officer Statement

25.1. While there are no immediate financial implications contained within the report, performance in certain areas may affect grants and other funds available to the Council.

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

26.1. Slippage against the council's targets within the Corporate Plan creates a number of risks, including: financial risk from inefficient delivery; risk to the community through a failure to deliver quality services; and reputation risk from poor comparative performance with other authorities and regulatory reports. There are no risks associated with agreeing the recommendations.

27. Power to make the Decision

27.1. Performance management and monitoring is a key element of the Wales Programme for Improvement 2010 which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.

28. Action Plan

ACTION	BY WHOM	BY WHEN	LEAD MEMBER
Outcome 1. For " <i>The rate of new placements of older people (aged 65+) whom the authority supports in care homes per 1000 population aged 65+ at the 31 March</i> " to identify historical quarterly data from 2008/09.	Phil Gilroy	Quarter 3	Cllr Pauline Dobb
Outcome 1. It is recommended that we include the additional indicator to provide a complementary perspective to care home placements in Denbighshire in all future performance reports.	Tony Ward	Quarter 3	Cllr Pauline Dobb
Outcome 8. The reasons to understand the proposal to remove the " <i>The total amount of highways related insurance costs (£s) per km of local authority road network</i> " performance measure need to be provided by the service.	Stuart Davies	Prior to Scrutiny meeting by 23.11.2011	Cllr Sharon Frobisher

Contact Officer:

Corporate Improvement Officer

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Becoming a 'High Performing Council'

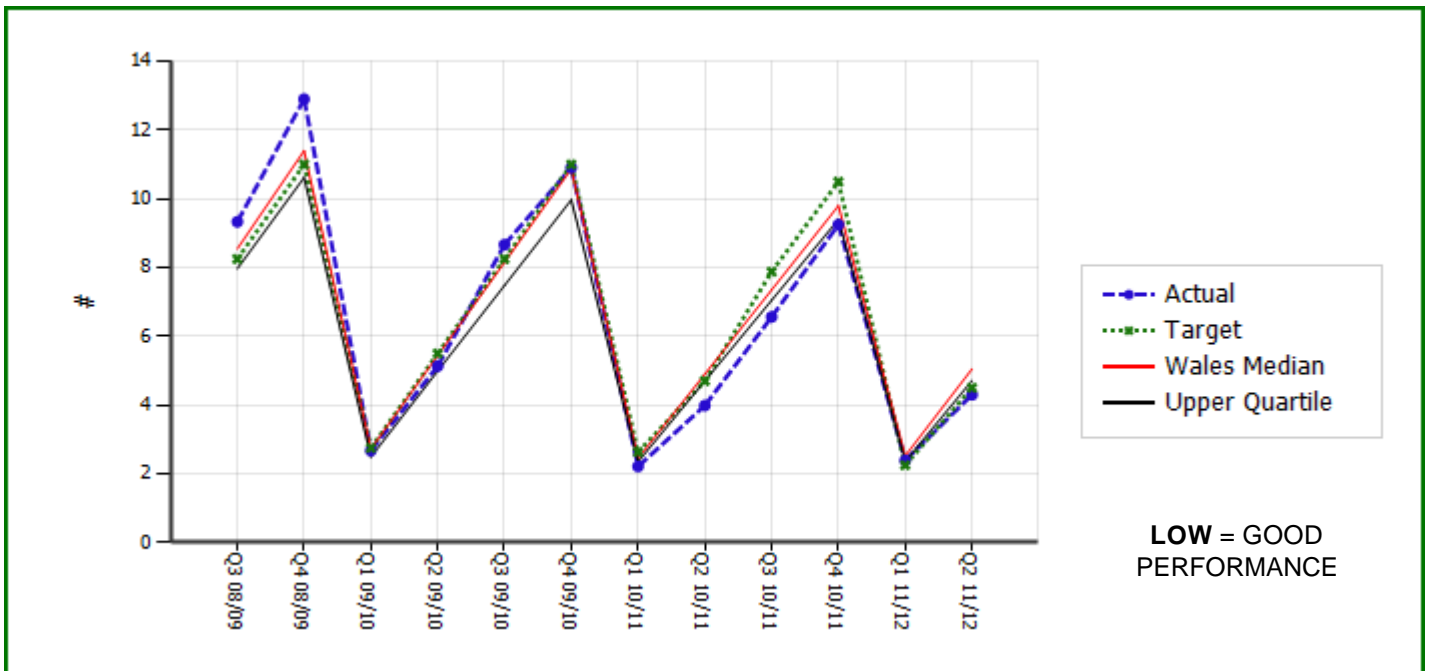
2012 Indicators

CHR002: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence

Head of Service: Linda Atkin

Lead Member: Cllr Paul Marfleet

Explanation: Measuring the levels of sickness absence within a local authority will help to ascertain the robustness and effectiveness of absence management policies within local authorities. It will also assist in establishing how effective a local authority has been in reducing loss; and will provide a basis on which to evaluate the status and morale of the workforce.



Period	RAG	Actual	Target	Numerator	Denominator
Q2 11/12	↑ Green	4.30	4.50	16747.34	3894.73
Q1 11/12	↓ Amber	2.39	2.25	9440.18	3956.65
Q4 10/11	▬ Green	9.25	10.50	36259.55	3920.00
Q3 10/11	▬ Green	6.56	7.88	25965.39	3956.36
Q2 10/11	▬ Green	3.98	4.70	15708.18	3941.91
Q1 10/11	↑ Green	2.21	2.63	8845.16	3997.00
Q4 09/10	↑ Green	10.91	11.00	42573.99	3902.12
Q3 09/10	↓ Amber	8.67	8.25	33513.35	3866.00

Period	Comment
Q2 11/12	Our performance is a little up when compared to Q2 in 2010/11. We remain below the projected upper quartile performance and hope that continued improvement throughout the year will ensure that we maintain our position as a high performing authority.

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

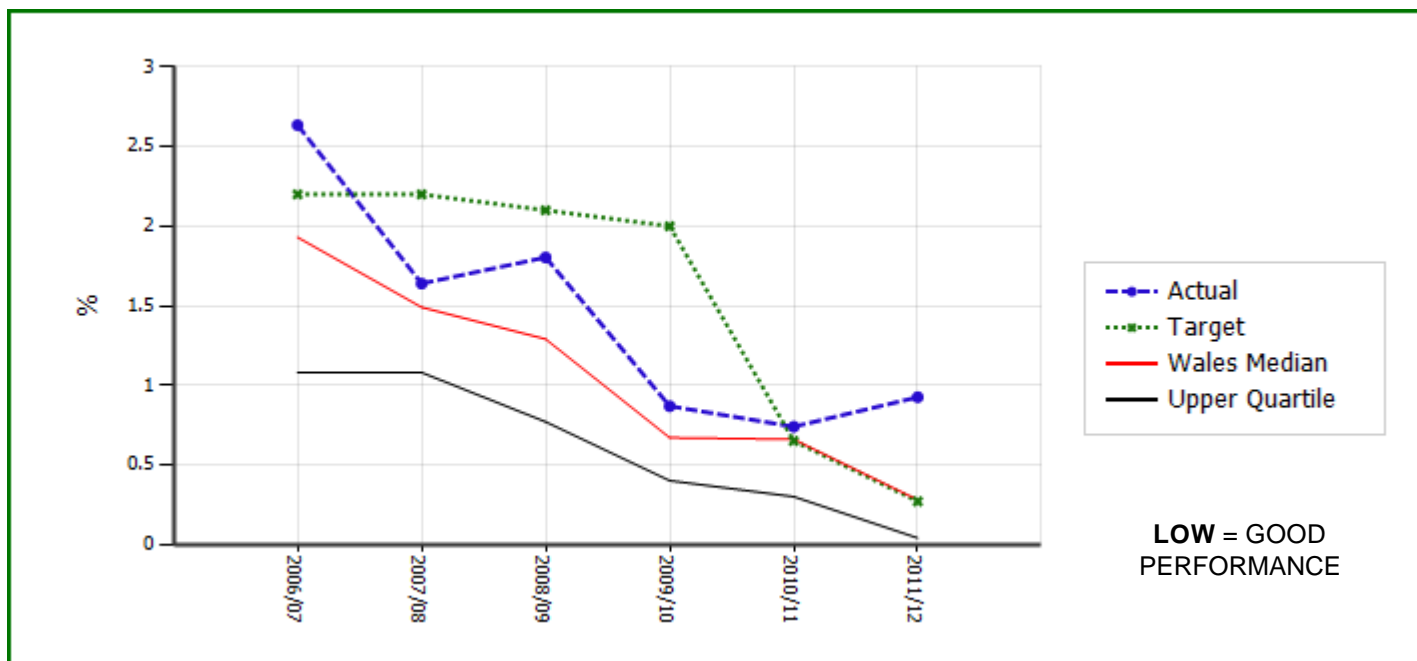
Low Risk. We moved into the upper quartile for this indicator in 2010-11. Performance in quarter 2 for 2011-12 is on target, and current performance is still likely to be within upper quartile.

EDU002i: The percentage of all pupils (including those in Local Authority care), in any Local Authority maintained school, aged 15 as at the preceding 31 August and leave compulsory education, training or workbased learning without an approved external qualification

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams

Explanation: The new approach to education for 14-19 year olds will allow for greater variation in what is taught and should reduce the number of pupils, especially those in local authority care, leaving education without a recognised qualification. This indicator measures the effectiveness of this new agenda from the educating authority's perspective. The influence of the corporate parent on education will be picked up in the Social Care – Children's Services indicators.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12	Red	0.27	0.93	12	1297
2010/11	Red	0.65	0.74	10	1352
2009/10	Green	2.00	0.87	12	1381
2008/09	Green	2.10	1.80	25	1386
2007/08	Green	2.20	1.64	24	1464
2006/07	Red	2.20	2.64	36	1366
2005/06	Red	2.19	4.31	59	1368
2004/05	Red	2.19	2.69	35	1303

Period	Comment
2011/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

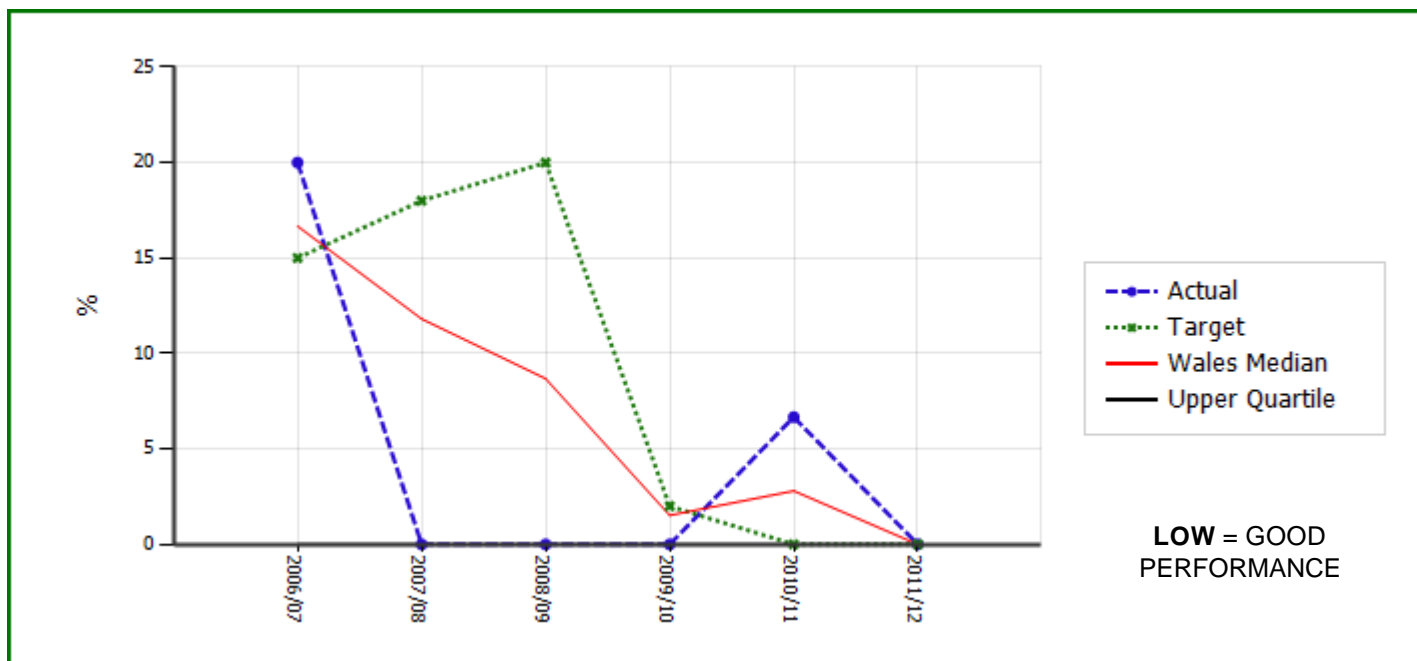
High Risk. Our performance in 2011-12 is off target and appears to be significantly higher than the Wales Median. This will affect our overall target to achieve top 2 quartile status for the 2012 indicators. Although in general terms it is an improvement since the start of the Corporate Plan.

EDU002ii: The percentage of pupils in Local Authority care, in any Local Authority maintained school, aged 15 as at the preceding 31 August and leave compulsory education, training or workbased learning without an approved external qualification

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams

Explanation: The new approach to education for 14-19 year olds will allow for greater variation in what is taught and should reduce the number of pupils, especially those in local authority care, leaving education without a recognised qualification. This indicator measures the effectiveness of this new agenda from the educating authority's perspective. The influence of the corporate parent on education will be picked up in the Social Care – Children's Services indicators.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12	↑ Green	0.00	0.00	0	9
2010/11	↓ Red	0.00	6.67	1	15
2009/10	▬ Green	2.00	0.00	0	7
2008/09	▬ Green	20.00	0.00	0	13
2007/08	↑ Green	18.00	0.00	0	11
2006/07	↓ Red	15.00	20.00	2	10
2005/06	↑ Amber	18.87	20.00	3	15
2004/05	▬ Red	18.87	30.77	4	13

Period	Comment
2011/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

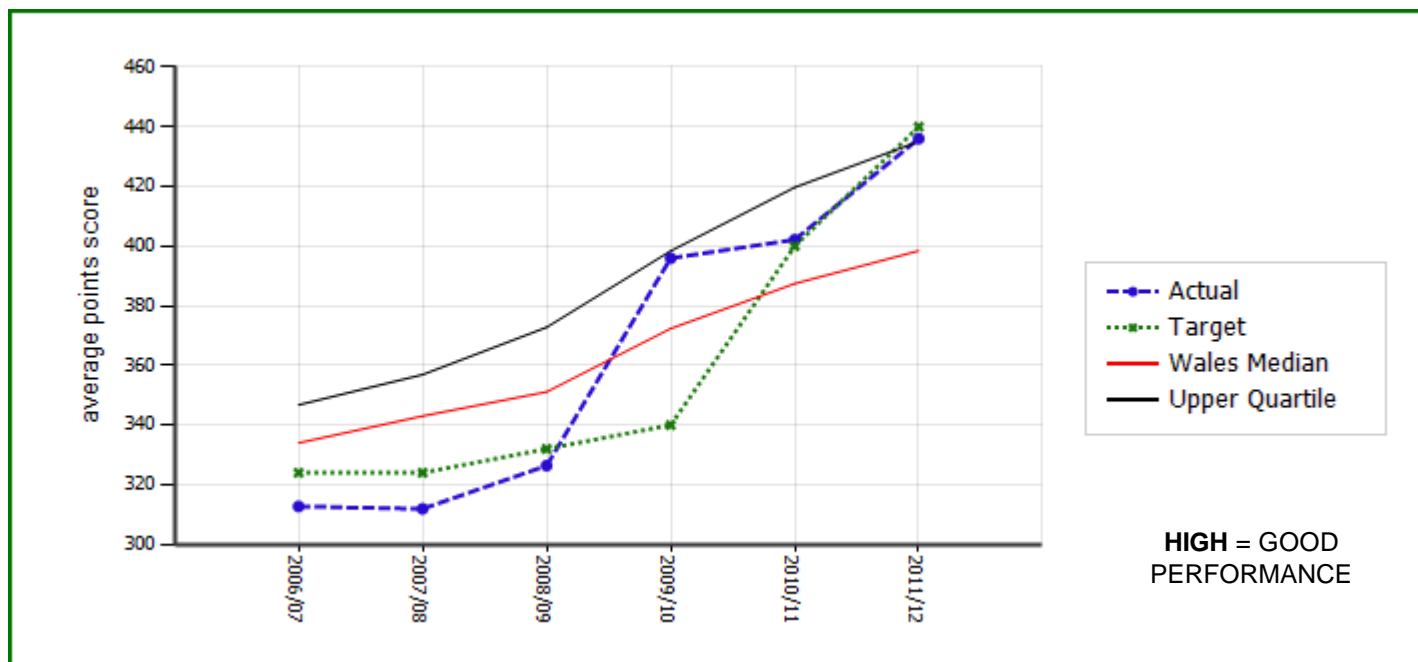
Low Risk. Our performance in 2011-12 is on target with no Looked After Children leaving school without an approved qualification in the academic year 2010-11. The difficulty with this indicator relates to the small number of people that it covers, and is dependant on the robustness of a school's pastoral system.

EDU011: The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the Local Authority

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams

Explanation: Educational attainment is an important national priority, linking as it does to many other strategic objectives such as reducing unemployment and social exclusion. This indicator is based on points and recognises the performance of more pupils in a wider range of qualifications



Period	RAG	Target	Actual	Numerator	Denominator
2011/12	Amber	440.00	436.00	565492	1297
2010/11	Green	400.00	402.13	543684	1352
2009/10	Green	340.00	395.94	546790	1381
2008/09	Amber	332.00	326.39	452372	1386
2007/08	Amber	324.00	311.90	456625	1464
2006/07	Amber	324.00	312.70	427147	1366

Period	Comment
2011/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

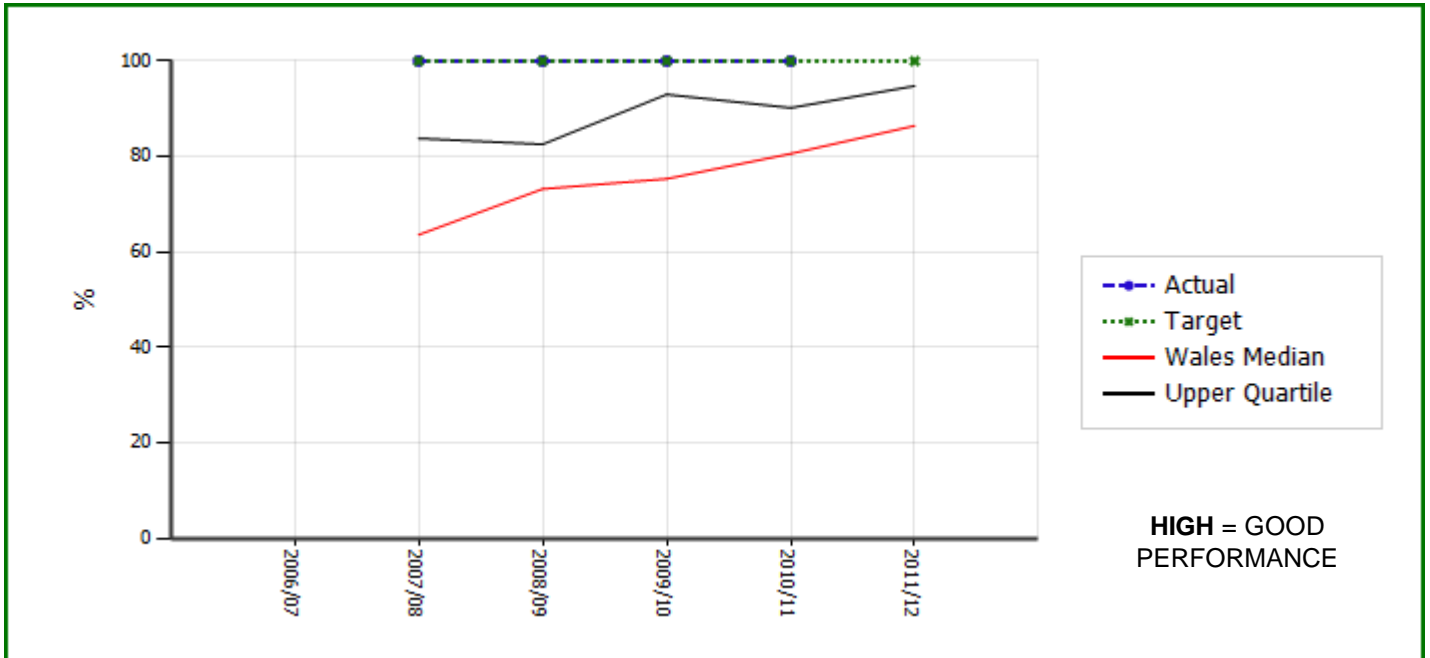
Low Risk. Our rate of improvement was strong during 2011-12 (academic year 2010-11) and performance, although below target, appears to be within the upper quartile.

EDU015a: The percentage of final statements of special education need issued within 26 weeks, including exceptions

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams

Explanation: This indicator will provide a measure of the responsiveness and efficiency of the LEA in meeting the statutory timescales for issuing Special Educational Need (SEN) Statements. A child is classed as having a special educational need if they have a learning difficulty that calls for special educational provision to be made for them.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12		100.00			
2010/11	Green	100.00	100.00	40	40
2009/10	Green	100.00	100.00	28	28
2008/09	Green	100.00	100.00	25	25
2007/08	Green	100.00	100.00	37	37

Period	Comment
2011/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

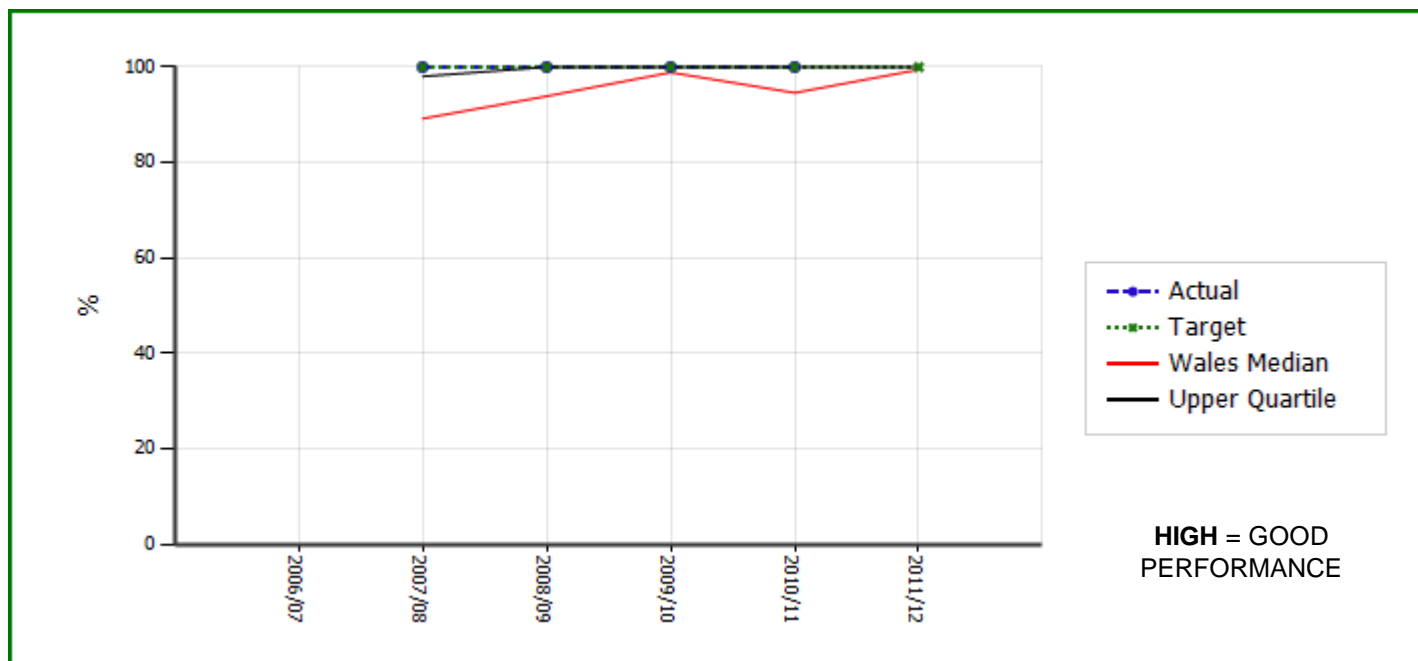
Low Risk. The service expects to issue all SEN statements within the 26 week period and the process is being monitored accordingly. We have achieved 100% for this indicator for the past four consecutive years.

EDU015b: The percentage of final statements of special education need issued within 26 weeks, excluding exceptions

Head of Service: Karen I Evans

Lead Member: Cllr Eryl Williams

Explanation: This indicator will provide a measure of the responsiveness and efficiency of the LEA in meeting the statutory timescales for issuing Special Educational Need (SEN) Statements. A child is classed as having a special educational need if they have a learning difficulty that calls for special educational provision to be made for them.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12		100.00			
2010/11	■ Green	100.00	100.00	38	38
2009/10	■ Green	100.00	100.00	24	24
2008/09	■ Green	100.00	100.00	24	24
2007/08	■ Green	100.00	100.00	33	33

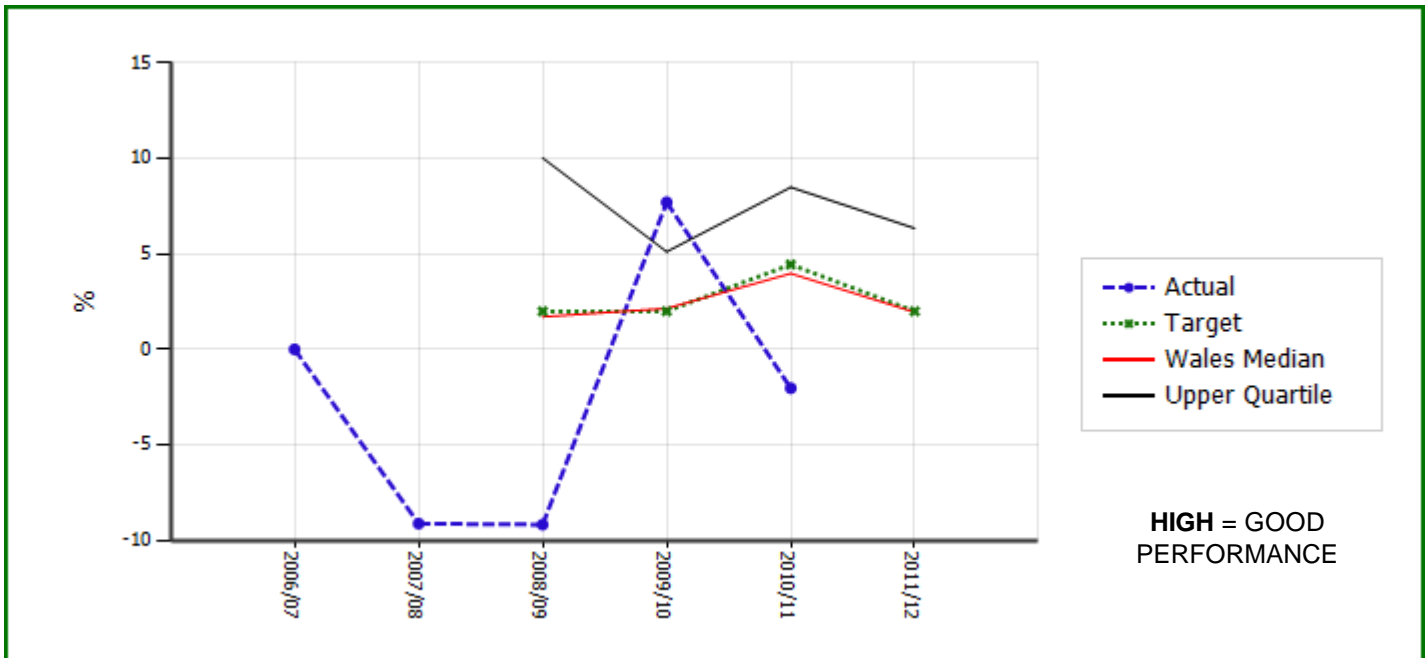
Period	Comment
2011/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Low Risk. The service expects to issue all SEN statements within the 26 week period and the process is being monitored accordingly. We have achieved 100% for this indicator for the past four consecutive years.

EEF002: The percentage change in carbon dioxide emissions in the non domestic public building stock**Head of Service:** Paul McGrady**Lead Member:** Cllr Paul Marfleet

Explanation: This indicator measures the improvement in the energy efficiency in the non-domestic public stock. Carbon dioxide emissions are those emissions of carbon dioxide generated as the direct result of the combustion of hydrocarbon fuels e.g. gas, oil and coal based fuels and the use of electricity.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12		2.00			
2010/11	↓ Red	4.45	-2.03	-0.88	43.48
2009/10	↑ Green	2.00	7.71	3.63	47.11
2008/09	↓ Red	2.00	-9.18	-3.96	43.15
2007/08			-9.12	-4.07	44.66
2006/07			0.01	0.00	44.66
2005/06			-16.98	-6.48	38.18

Period	Comment
2011/12	As this indicator is based on the % change our poor performance in 2010/11 should, in theory, make it easier to improve on this position in 2011/12. Our current energy monitoring can only provide accurate data annually (6 months at best due to billing issues). This has the potential to move to quarterly if the billing data improves but more frequent reporting (monthly) is a long way off and we do not have the staffing resources to carry this out.

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

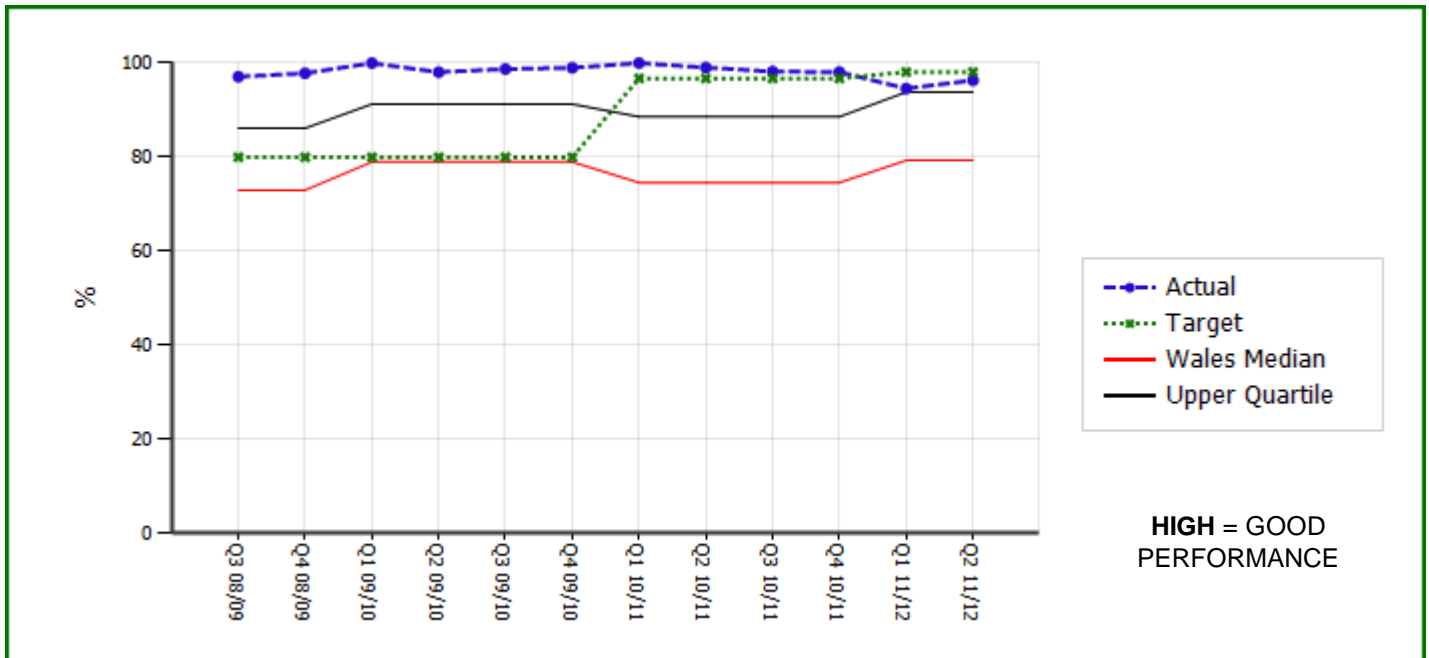
High Risk. We performed in the 4th quartile for this indicator in 2010-11. This indicator is volatile, as it is based on the percentage change in carbon emissions from one year to the next. We will have to improve considerably in 2011-12 to perform above the Wales Median.

HHA013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Head of Service: Peter McHugh

Lead Member: Cllr David Thomas

Explanation: This indicator measures the extent to which local authorities (and organisations they may work in partnership with, including those that they fund) are able to prevent homelessness for those households where the local authority considers that they are likely to become homeless, unless the local authority intervenes.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	🟡 Amber	98.10	96.34	44	45
Q1 11/12	🟡 Amber	98.10	94.59	35	37
Q4 10/11	🟢 Green	96.75	98.10	206	210
Q3 10/11	🟢 Green	96.75	98.20	164	167
Q2 10/11	🟢 Green	96.75	99.07	106	107
Q1 10/11	🟢 Green	96.75	100.00	61	61
Q4 09/10	🟢 Green	80.00	99.00	199	201
Q3 09/10	🟢 Green	80.00	98.74	157	159

Period	Comment
Q2 11/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

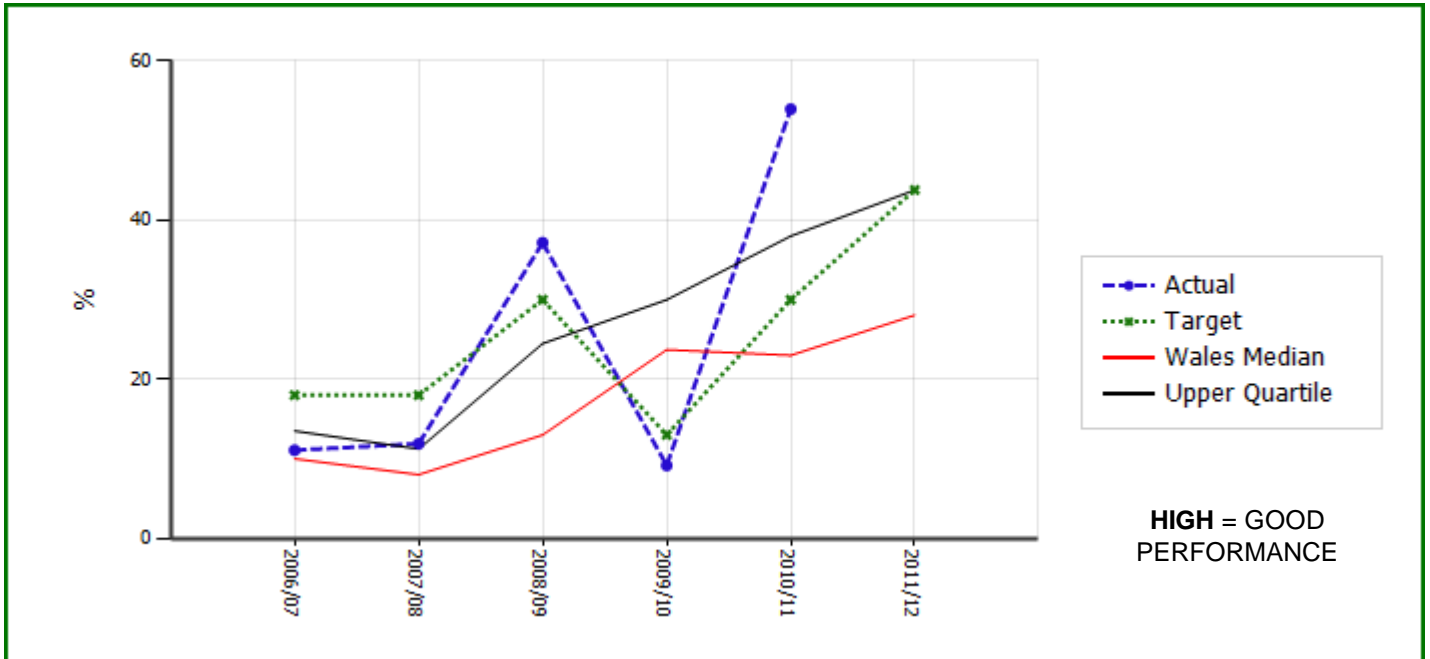
Medium Risk. We have performed in the top quartile for this indicator for the past three years, and we were ranked 1st in Wales in 2010-11. In order to provide a clearer indication of top quartile status the target has been amended slightly. Performance in quarter 2 of 2011-12 has improved from quarter 1 but remains below target, however our performance appears to remain in the top quartile.

PLA006: The number of additional affordable housing units provided during the year as a percentage of all new housing units provided during the year

Head of Service: Graham Boase

Lead Member: Cllr David Thomas

Explanation: National planning policy enables local planning authorities, where the need for affordable housing has been demonstrated, to require an element of affordable housing as part of new private sector housing developments. In addition local planning authorities are responsible for considering applications for planning permission for new housing and for conversion of existing buildings for housing purposes, whether such applications are submitted for purposes of affordable housing, private housing or a mix of housing.



Period	RAG	Target	Actual	Numerator	Denominator
2011/12		43.80			
2010/11	↑ Green	30.00	53.97	140	252
2009/10	↓ Red	13.00	9.16	12	131
2008/09	↑ Green	30.00	37.17	71	191
2007/08	↓ Red	18.00	11.90	32	269
2006/07	↓ Red	18.00	11.08	43	388

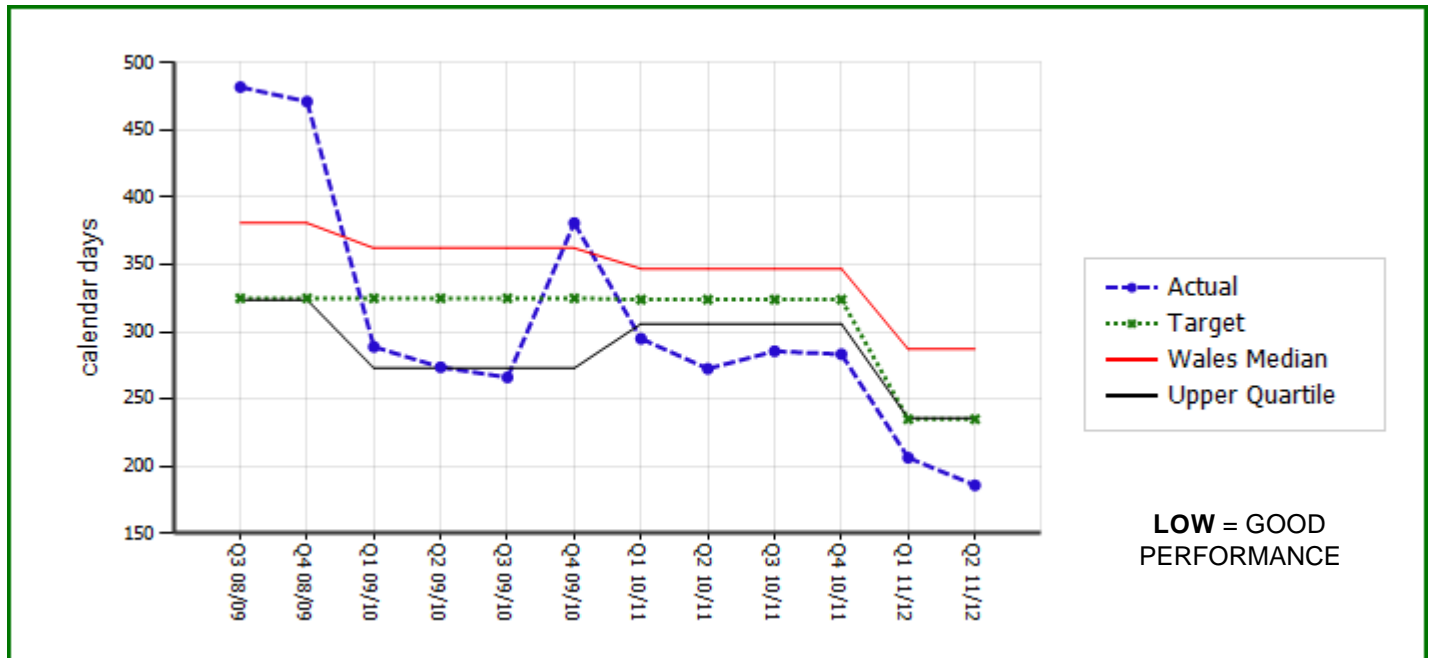
Period	Comment
2011/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Low Risk. We were ranked second in Wales for this indicator in 2010-11. The target has been revised to reflect our ambition to remain in the top quartile. The completion of the Ruthin Extra Care Housing project in 2011-12 will likely have a significant positive impact on this indicator and will likely be the sole factor for us achieving our targets.

PSR002: The average number of calendar days taken to deliver a Disabled Facilities Grant**Head of Service:** Graham Boase**Lead Member:** Cllr David Thomas

Explanation: This indicator measures the quality of the service provided when authorities utilise mandatory DFGs in order to complete adaptation works. The indicator should provide an accurate representation of how long the process takes from the client's perspective.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	↑ Green	235.00	185.84	10593	57
Q1 11/12	↓ Green	235.00	206.32	5158	25
Q4 10/11	▣ Green	324.00	283.34	31451	111
Q3 10/11	▣ Green	324.00	285.55	24272	85
Q2 10/11	↑ Green	324.00	272.55	11992	44
Q1 10/11	↑ Green	324.00	294.94	4719	16
Q4 09/10	↓ Red	325.00	381.01	38101	100
Q3 09/10	▣ Green	325.00	266.12	15435	58

Period	Comment
Q2 11/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

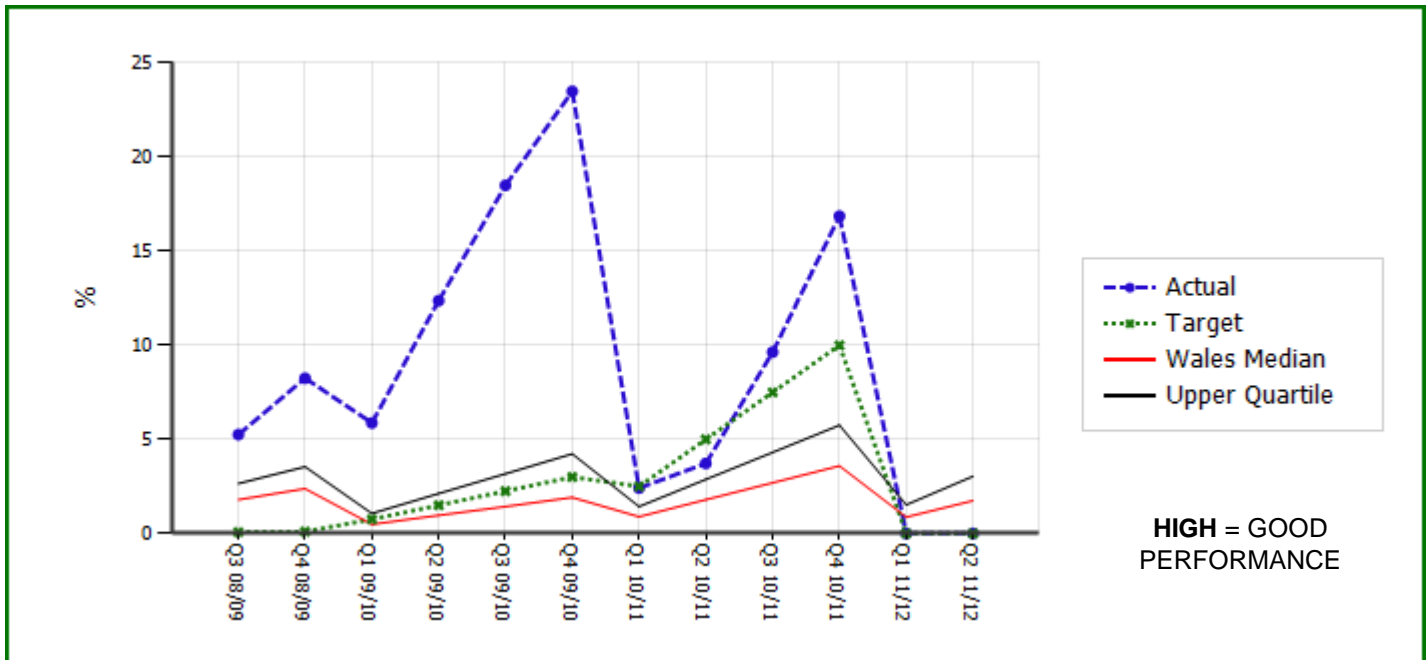
Low Risk. We were ranked fourth in Wales in 2010-11, and our performance has continued to improve during 2011-12. The target for 2011-12 has been revised to reflect our ambition to remain in the upper quartile.

PSR004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the Local Authority

Head of Service: Graham Boase

Lead Member: Cllr David Thomas

Explanation: This indicator measures the extent to which local authorities are bringing dwellings that have been vacant for long periods of time back into occupation.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12		0.00	0.00	0	1405
Q1 11/12		0.00	0.00	0	1405
Q4 10/11	↑ Green	10.00	16.87	154	913
Q3 10/11	↑ Green	7.50	9.64	88	913
Q2 10/11	↓ Amber	5.00	3.72	34	913
Q1 10/11	↓ Amber	2.50	2.41	22	913
Q4 09/10	▬ Green	3.00	23.50	188	800
Q3 09/10	▬ Green	2.25	18.50	148	800

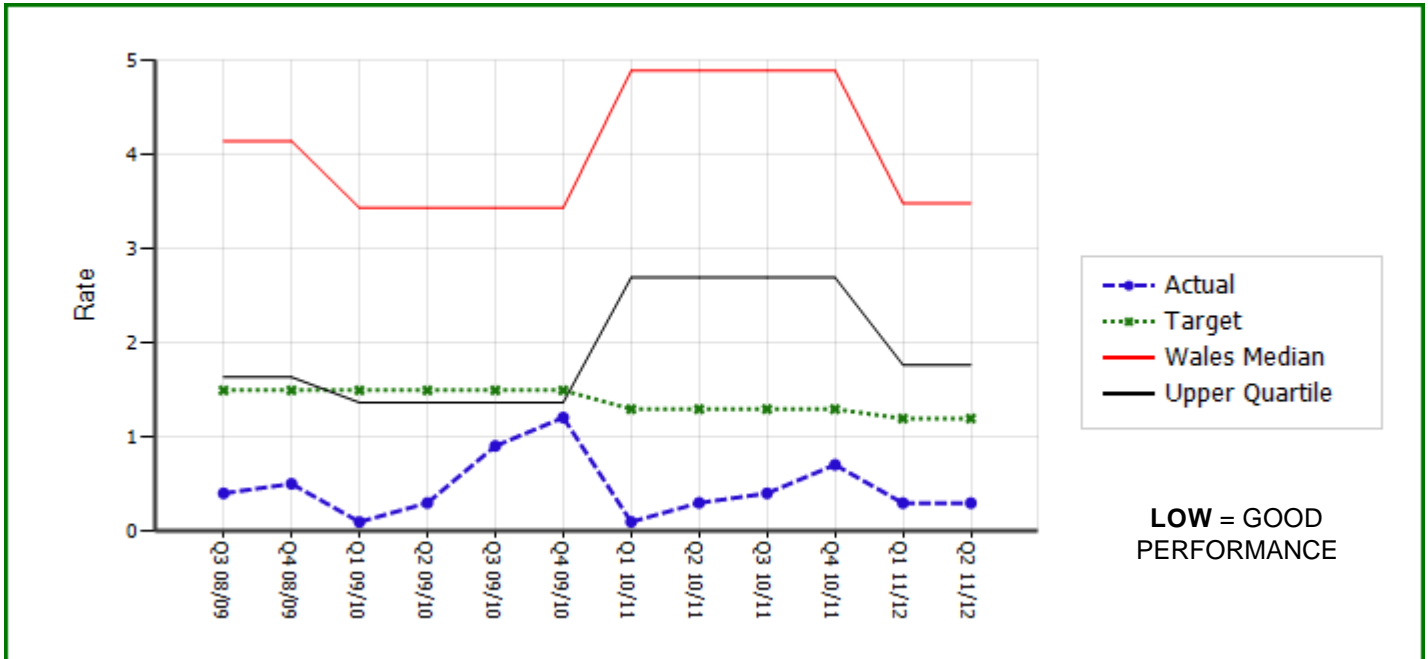
Period	Comment
Q2 11/12	The new Empty Homes Officer was not appointed until June 2011. Her first task is to cleanse the database to ensure denominator figure is accurate. Bringing back empty homes into use is not likely to occur until the second half of the year.

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Medium Risk. We were ranked third in Wales for this indicator in 2010-11. Although we have no data for the 1st quarter of 2011-12 (due to the vacant Empty Homes Officer post), we remain confident in retaining our upper quartile position due to the significant gap between our performance in 2010-11 and the threshold for upper quartile performance.

SCA001: The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over**Head of Service:** Helena Thomas**Lead Member:** Cllr Pauline Dobb

Explanation: This indicator measures the extent to which the authority contributes to delayed transfers of care. A delayed transfer of care is experienced by an inpatient in hospital that is ready to move on to the next stage of care but is prevented from doing so. The "next stage of care" covers all appropriate destinations within and outside the NHS, i.e. those patients who are unable to be discharged from NHS care, and also patients who are unable to be transferred within the NHS to a more appropriate bed.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Green	1.20	0.30	3	9885
Q1 11/12	Green	1.20	0.30	3	9885
Q4 10/11	Green	1.30	0.71	7	9914
Q3 10/11	Green	1.30	0.40	4	9914
Q2 10/11	Green	1.30	0.30	3	9914
Q1 10/11	Green	1.30	0.10	1	9914
Q4 09/10	Green	1.50	1.21	12	9914
Q3 09/10	Green	1.50	0.91	9	9914

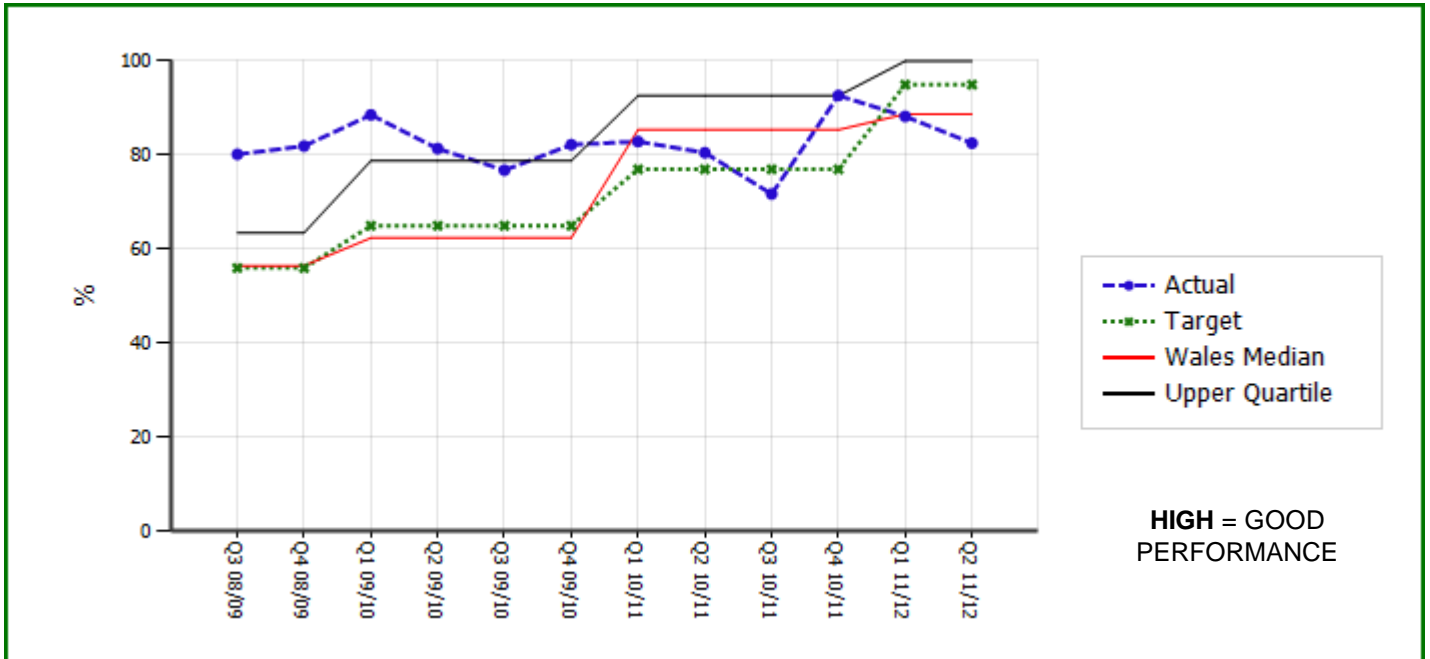
Period	Comment
Q2 11/12	We continue to be on track to meet the the target. No one experienced a dealyed transfer of care during the second quarter.

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Low Risk. We were ranked second in Wales for this indicator in 2010-11, and performanc ein the first quarter on 2011-12 remains ahead of our target.

SCA019: The percentage of adult protection referrals completed where the risk has been managed**Head of Service:** Helena Thomas**Lead Member:** Cllr Pauline Dobb

Explanation: Safeguarding vulnerable adults is a key responsibility for Social Services. An adult protection referral refers to the point at which a concern or allegation is first logged. This may be as a result of a new referral regarding an individual not previously known to the service which has been occasioned specifically because of adult protection concerns, but it often involves existing clients where abuse has been alleged.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Red	95.00	82.56	71	86
Q1 11/12	Red	95.00	88.24	30	34
Q4 10/11	Green	77.00	92.68	152	164
Q3 10/11	Amber	77.00	71.74	132	184
Q2 10/11	Green	77.00	80.53	91	113
Q1 10/11	Green	77.00	82.89	63	76
Q4 09/10	Green	65.00	82.22	148	180
Q3 09/10	Green	65.00	76.80	96	125

Period	Comment
Q2 11/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

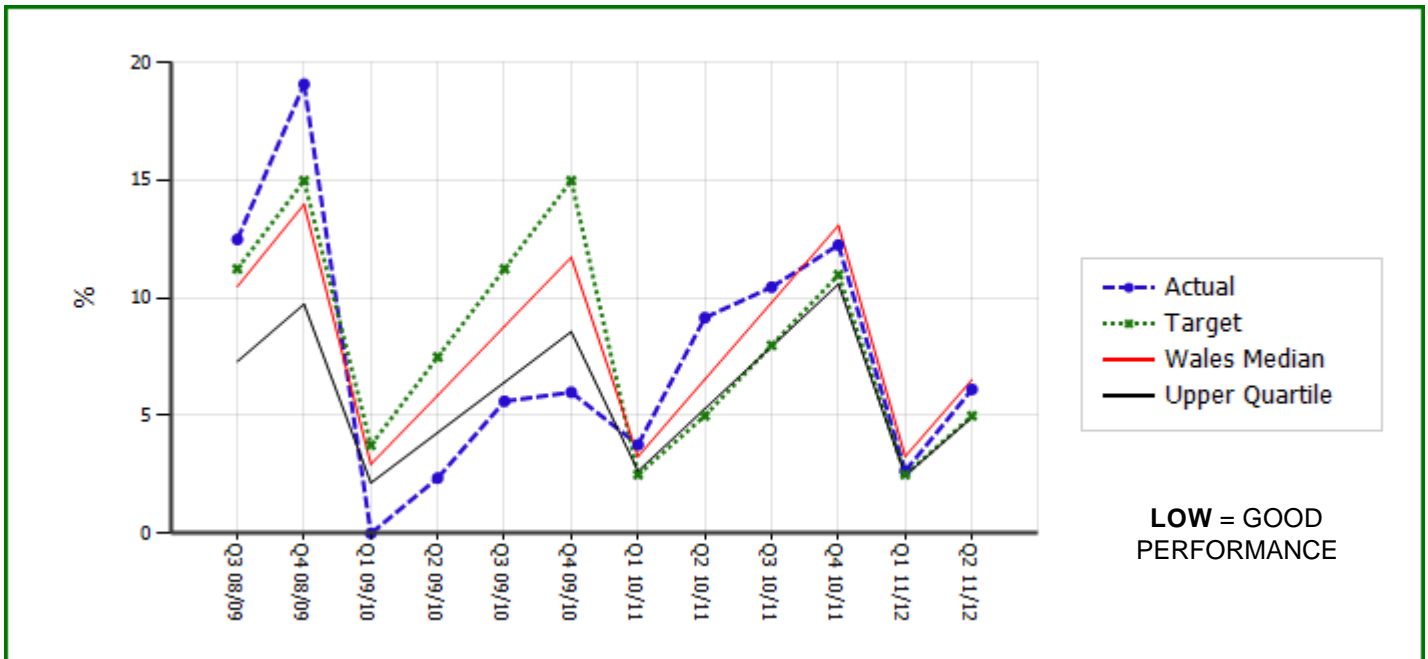
High Risk. Our performance has continued to decline during 2011-12 to the point where we remain below target and below the projected Wales median.

SCC002: The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March

Head of Service: Leighton Rees

Lead Member: Cllr Morfudd Jones

Explanation: This indicator measures the extent to which local authorities are able to place children with minimum disruption to their education and school life, thus providing a certain degree of stability.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Red	5.00	6.12	6	98
Q1 11/12	Amber	2.50	2.65	3	113
Q4 10/11	Red	11.00	12.26	13	106
Q3 10/11	Red	8.00	10.48	11	105
Q2 10/11	Red	5.00	9.17	10	109
Q1 10/11	Red	2.50	3.77	4	106
Q4 09/10	Green	15.00	6.00	6	100
Q3 09/10	Green	11.25	5.62	5	89

Period	Comment
Q2 11/12	3 further children have experienced school moves during the second quarter. The cohort for this indicator is very small and performance will continue to be monitored closely to ensure that moves are minimised. However, there will always be circumstances where a school move is a positive way forward for a child/young person.

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

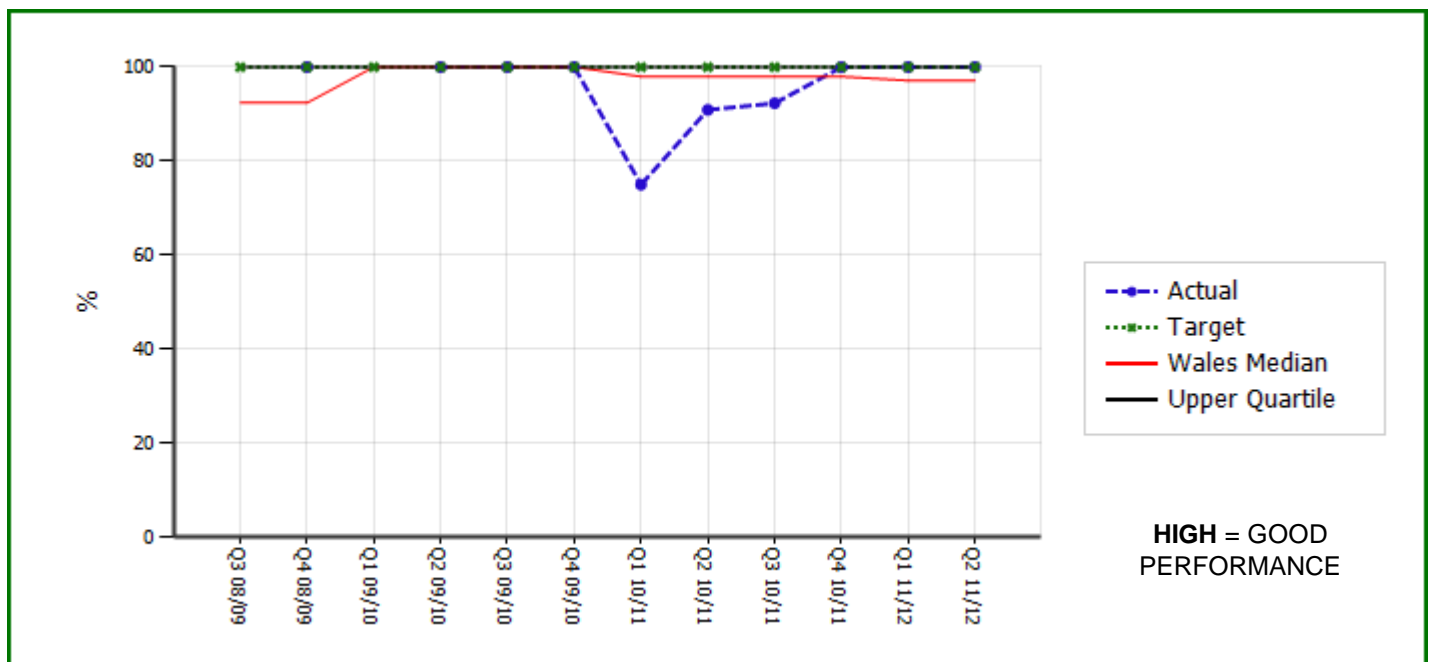
High Risk. We performed in the 2nd quartile for this indicator in 2010-11, and the Wales Median for this indicator is fairly static. Our performance for this indicator in 2011-12 looks to be increasing at a higher rate than the Wales median. If this continues at this rate there is the potential for performance to be worse than the Wales median.

SCC033a: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19

Head of Service: Leighton Rees

Lead Member: Cllr Morfudd Jones

Explanation: For the transition to independence continuing contact, appropriate accommodation, education and employment are important to improving outcomes for young people leaving care.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Green	100.00	100.00	6	6
Q1 11/12	Green	100.00	100.00	2	2
Q4 10/11	Green	100.00	100.00	12	12
Q3 10/11	Red	100.00	92.31	12	13
Q2 10/11	Red	100.00	90.91	10	11
Q1 10/11	Red	100.00	75.00	3	4
Q4 09/10	Green	100.00	100.00	8	8
Q3 09/10	Green	100.00	100.00	5	5

Period	Comment
Q2 11/12	We were in contact with all the young people included in the cohort for this indicator.

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

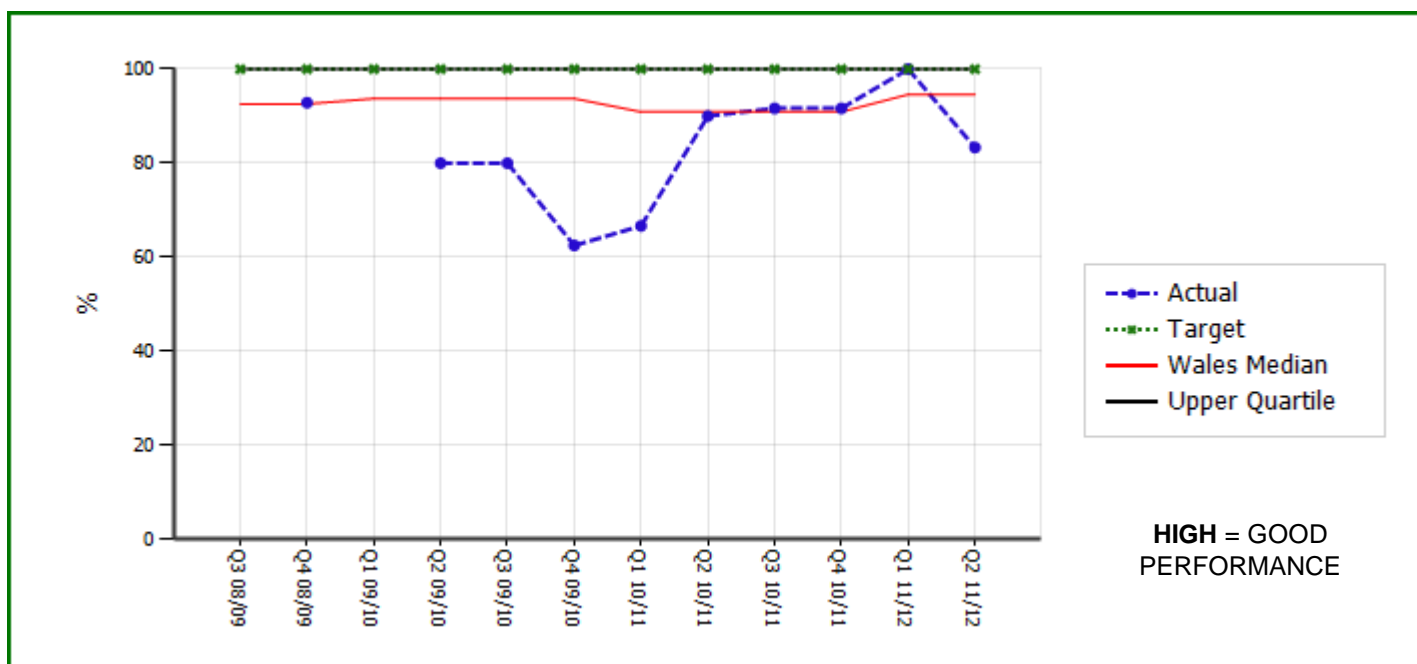
Medium Risk. There is a medium risk to achieving top 2 quartile status due to the relatively small cohort meaning that 100% performance is required in order to be successful. However, we have achieved 100% for the past three years.

SCC033b: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19

Head of Service: Leighton Rees

Lead Member: Cllr Morfudd Jones

Explanation: For the transition to independence continuing contact, appropriate accommodation, education and employment are important to improving outcomes for young people leaving care.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Red	100.00	83.33	5	6
Q1 11/12	Green	100.00	100.00	2	2
Q4 10/11	Red	100.00	91.67	11	12
Q3 10/11	Red	100.00	91.67	11	12
Q2 10/11	Red	100.00	90.00	9	10
Q1 10/11	Red	100.00	66.67	2	3
Q4 09/10	Red	100.00	62.50	5	8
Q3 09/10	Red	100.00	80.00	4	5

Period	Comment
Q2 11/12	One young person was in custody which is not considered to be suitable accommodation.

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

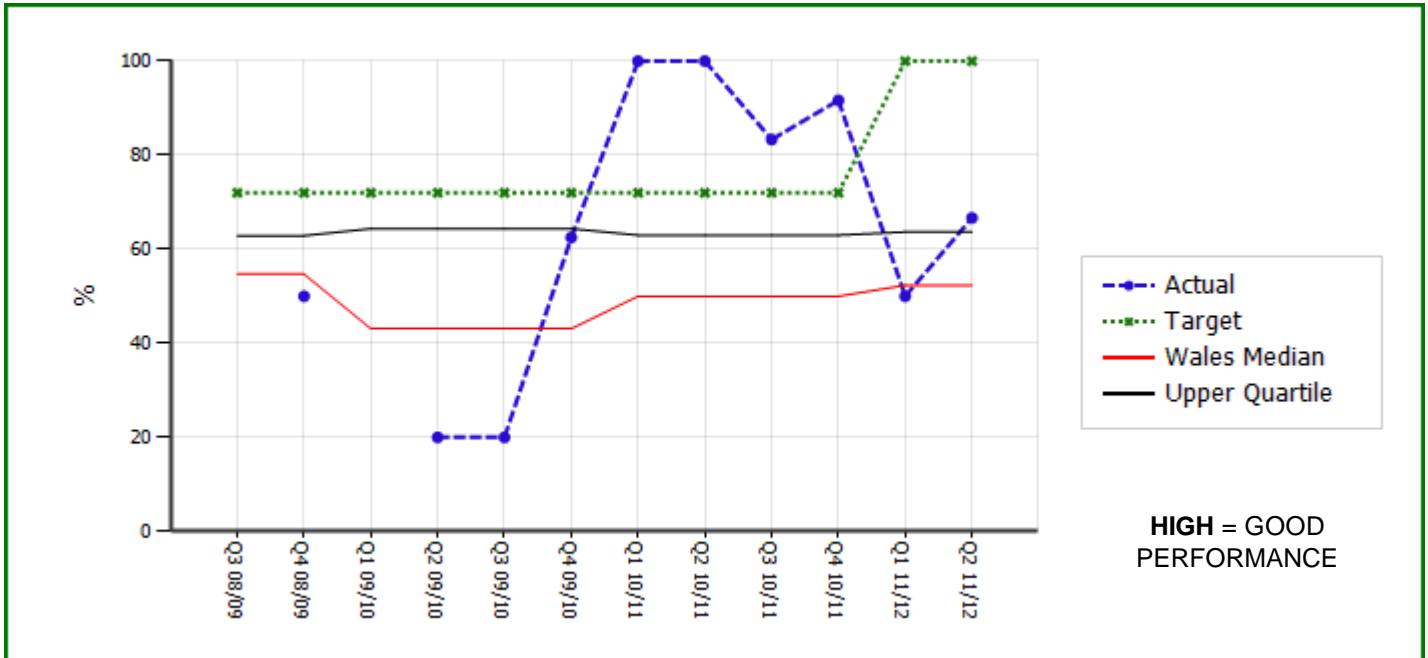
High Risk. We performed in the 2nd quartile for this indicator in 2010-11. However, we expect the Wales Median to increase in 2011-12. Our performance in quarter 2 declined due to a single occurrence. The small cohort size makes this indicator volatile.

SCC033c: The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19

Head of Service: Leighton Rees

Lead Member: Cllr Morfudd Jones

Explanation: For the transition to independence continuing contact, appropriate accommodation, education and employment are important to improving outcomes for young people leaving care.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	🟡 Amber	100.00	66.67	4	6
Q1 11/12	🔴 Red	100.00	50.00	1	2
Q4 10/11	🟢 Green	72.00	91.67	11	12
Q3 10/11	🟢 Green	72.00	83.33	10	12
Q2 10/11	🟢 Green	72.00	100.00	10	10
Q1 10/11	🟢 Green	72.00	100.00	3	3
Q4 09/10	🔴 Red	72.00	62.50	5	5
Q3 09/10	🔴 Red	72.00	20.00	1	2

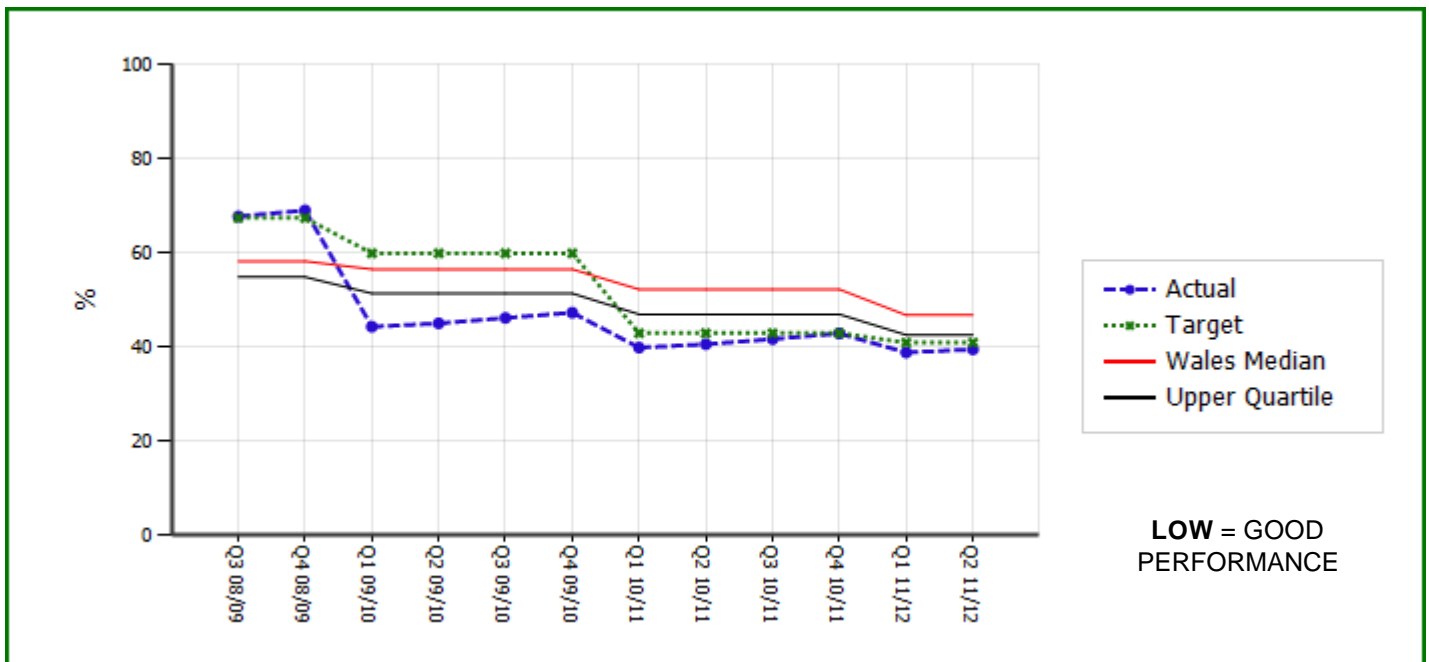
Period	Comment
Q2 11/12	2 young people were NEET. One young person was in custody whilst the second young person was suspended from her course due to pregnancy.

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Medium Risk. We were ranked 1st in Wales for this indicator in 2010-11. However, the cohort for this indicator is small makes any occurrence significant. The lower Wales median and upper quartile boundaries reduce the risks associated with this indicator.

WMT004: The percentage of municipal wastes collected by local authorities sent to landfill**Head of Service:** Steve Parker**Lead Member:** Cllr Sharon Frobisher

Explanation: Reducing the amount and percentage of local authority collected municipal waste sent to landfill is a national priority, as detailed in the Wales Waste Strategy. This indicator will allow us to monitor trends in the diversion of waste away from landfill disposal.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Green	41.00	39.55	8924.19	22562.02
Q1 11/12	Green	41.00	38.90	4375.77	11248.51
Q4 10/11	Green	43.00	42.94	18892.14	43997.39
Q3 10/11	Green	43.00	41.75	13894.50	33278.69
Q2 10/11	Green	43.00	40.65	9582.92	23575.26
Q1 10/11	Green	43.00	39.93	4799.72	12018.84
Q4 09/10	Green	60.00	47.36	21042.64	44427.53
Q3 09/10	Green	60.00	46.25	15756.50	34071.09

Period	Comment
Q2 11/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

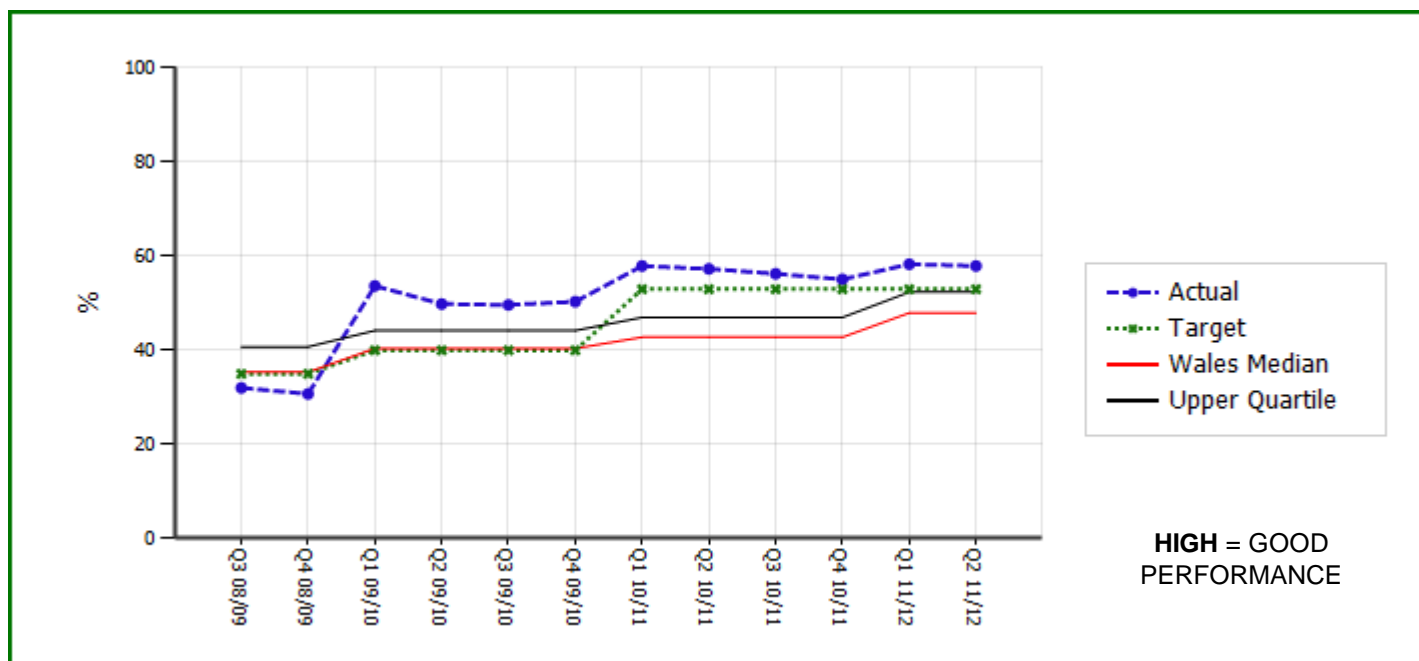
Low Risk. We were ranked fourth in Wales for this indicator in 2010-11. Although we expect the upper quartile threshold to improve in 2011-12, our target is still appropriate to meeting that challenge. Performance for quarter 2 in 2011-12 also exceeds our target.

WMT009: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way

Head of Service: Steve Parker

Lead Member: Cllr Sharon Frobisher

Explanation: Waste reduction, recycling, re-use and composting are key national priorities, as detailed in the Wales Waste Strategy. This indicator measures how well authorities are performing overall in these areas.



Period	RAG	Target	Actual	Numerator	Denominator
Q2 11/12	Green	53.00	57.94	12328.04	21275.95
Q1 11/12	Green	53.00	58.31	6165.60	10573.32
Q4 10/11	Green	53.00	55.08	23958.47	42390.02
Q3 10/11	Green	53.00	56.28	18609.47	31984.02
Q2 10/11	Green	53.00	57.32	13476.33	22479.39
Q1 10/11	Green	53.00	57.93	6608.86	11414.41
Q4 09/10	Green	40.00	50.34	42177.34	83789.15
Q3 09/10	Green	40.00	49.65	20483.19	41256.12

Period	Comment
Q2 11/12	

3rd party evaluation of likelihood to achieve top 2 quartile status in 2012:

Low Risk. We were ranked first in Wales for this indicator for 2011-12. Although we expect the upper quartile threshold to improve in 2011-12, our target is still appropriate to meeting that challenge. Performance for quarter 2 in 2011-12 also exceeds our target.



Corporate Plan 2011 - 2012

Summary Report

Corporate Plan 2011 - 2012

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Corporate Plan Outcome 1



Older people are able to live independently for longer

Outcome Indicators: Annual

Title	Actual	Target	RAG
The percentage of Extra Care flats occupied		95.00	

Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The percentage of clients who are supported in the community during the year aged 65+	79.33	87.00	🔴 Red
The percentage of people no longer needing a social care service following involvement from the reablement and intake service	64.00	55.00	🟢 Green
The rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	25.16	25.75	🟢 Green

Performance Measures: Annual

Title	Actual	Target	RAG
The number of additional Extra Care Flats		21.00	

Performance Measures: Quarterly

Title	Actual	Target	RAG
The number of older people receiving telecare services	122.00	400.00	🟡 Amber
The number of people receiving reablement and intake service	874.00	250.00	🟢 Green
The percentage of carers of adult service users who were offered an assessment in their own right during the year (SCA018a)	72.94	85.00	🔴 Red
The percentage of older people having their needs and care plan reviewed on time	74.38	90.00	🔴 Red

Improvement Activity

Title	RAG
Enhance the range of services available to carers that promote informal care arrangements and prevent breakdown	🟢 Green
Further develop reablement in Extra Care Housing	🟢 Green
Further develop reablement in sheltered housing	🟢 Green
Further develop reablement with housing support providers	🟢 Green
Further develop reablement with independent sector providers	🟢 Green
Open Llys Awelon (Ruthin Extra Care)	🟢 Green
Progress Plans for Extra Care Housing in Denbigh	🟡 Amber
Re-launch Direct Payments	🟢 Green
Review and reconfigure day services to support the delivery of options that both promote independence and are cost effective	🟡 Amber
Strengthen the focus and timeliness of reviews to actively consider the appropriateness of reducing care packages and/or replacing services with those that promote independence	🟢 Green

Corporate Plan Outcome 2



People with learning disabilities are able to live independently for longer

Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The rate of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	0.52	0.55	🟢 Green
The rate of adults with learning disabilities helped to live at home increased	3.97	4.20	🟡 Amber

Performance Measures: Quarterly

Title	Actual	Target	RAG
The number of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	29.00	32.00	🟢 Green
The numbers of adults with learning disabilities helped to live at home increased	222.00	240.00	🔴 Red

Improvement Activity

Title	RAG
Build an Intensively Supported Independent Living scheme in Henllan for disabled people	🟡 Amber
Increase commercial activity of in-house work opportunity businesses	🟢 Green
Subject to the outcome of Citizen Directed Support pilot roll out of this approach across the learning disability service	🟢 Green

Corporate Plan Outcome 3



Community initiatives meet the needs of an increasing population of older and disabled people

Outcome Indicators: Annual

Title	Actual	Target	RAG
The number of people involved in New Work Connections who feel more involved in the community			
The number of people involved in New Work Connections who identify that they are looking after themselves better			
The number of people involved in New Work Connections who feel more confidence generally			
The number of people involved in New Work Connections who identify that they take more pride in themselves			
The number of people involved in New Work Connections who can relate better to others			
The number of people involved in New Work Connections who are introduced to healthier activities			
The number of people involved in New Work Connections who feel more organised in day to day life			

Outcome Indicators: Quarterly

Title	Actual	Target	RAG
New Work Connections: The number of people who were economically inactive and unemployed who have been supported into Employment, Education or Training	5.00	42.00	Red

Performance Measures: Annual

Title	Actual	Target	RAG
Benefit and tax credit gains confirmed (£)		7000000.00	
Debts resolved (£)		15000000.00	
The number of communities engaged in developing sustainable support networks for older people		6.00	
The number of individuals taken above the UK and Welsh Assembly Government poverty lines		1000.00	
The percentage completion rate for the 16 week National Exercise Referral Scheme intervention programme		41.00	

Corporate Plan Outcome 3



Continued ...

Performance Measures: Quarterly

Title	Actual	Target	RAG
New Work Connections: The number of people gaining qualifications		30.00	
New Work Connections: The number of people helped into paid employment		7.00	
New Work Connections: The number of people helped into volunteering			
New Work Connections: The number of people participating	95.00	60.00	■ Green
The number of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	29.00	32.00	■ Green
The number of disabled people (including mental health and age related) who participate in disability sport sessions	1500.00	4250.00	■ Red
The number of older people (aged 50 or over) enrolled on the "First Click" programme	459.00	400.00	⬆ Green
The number of people involved in the "tele-buddies" scheme	62.00	40.00	⬆ Green
The rate of older people (aged 65 or over) participating in physical activity and wellbeing opportunities through day centres, and other community based settings	0.00		

Improvement Activity

Title	RAG
Community Initiative: Citizen Empowerment Model (provide a framework for older people to enable people over 50 to move from where they are in their lives to where they want to be)	⬆ Green
Community Initiative: Free Swim (implement the national free swim agenda for young and older people)	⬆ Green
Community Initiative: New Work Connections (provide opportunities for older people to become mentors to help people find employment)	⬆ Green
Community Initiative: Tele-Buddies (pilot a telephone befriending service)	⬆ Green
Community Initiative: Telecare (roll out a personal care response service)	⬆ Green
Ensure that older people have a direct say in the priorities for our annual training programme	⬆ Green
Evaluate the impact that extra care and reablement have on people's sense of wellbeing	⚠ Amber
First Click: Computer Skills for Older People	⬆ Green
Implement our Older People's Development Strategy and WAG Dignity programme for older people	⬆ Green
National Exercise Referral Scheme	⬆ Green
Protection of Vulnerable Adults guidance and implementation	⬆ Green
Recruit and train up to 6 older people from the citizens of Denbighshire and support them to promote and cascade the messages of the WAG Dignity in Care programme to other older people	⬆ Green
Review person centred planning and to assess the appropriateness of developing this approach for people with disabilities	⬆ Green
Work in partnership with communities and the third sector to encourage independence (this will include developing six new community based initiatives)	⬆ Green
Work with Leisure Services to promote and develop opportunities for older people to participate in leisure activities linked to our reablement strategy	⬆ Green

Corporate Plan Outcome 4



Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales

Outcome Indicators: Annual

Title	Actual	Target	RAG
The average points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (Rhyl)	314.00	400.00	Red
The average points score for pupils aged 17 at the preceding 31 August in schools maintained by the local authority (Rhyl)		810.00	

Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The incidence of criminal damage in Rhyl	47.00	59.50	Green
The relative reduction in Job Seekers Allowance claimants in each LSOA area in Rhyl	3.50	3.42	Red

Performance Measures: Annual

Title	Actual	Target	RAG
Reduce the number of people below the 60% poverty line		732.00	
The additional number of Houses in Multiple Occupation (HMO's) taken through the licensing scheme		30.00	
The percentage of year 11 pupils who continue in full time education in Rhyl		80.00	

Improvement Activity

Title	RAG
Apollo Cinema Refurbishment	Green
Bee and Station Office Scheme	Green
Completion and publication of Rhyl Strategic Regeneration Framework	Green
Delivery of Rhyl Town-Scape Heritage Initiative	Green
Forydd Harbour Cycle and Pedestrian Bridge	Red/Amber
Forydd Harbour Phase 2: commercial units, square and quay wall extension	Red/Amber
Project NEET: Rhyl	Green
Purchase of properties within Strategic Regeneration Area	Green

Corporate Plan Outcome 5



We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available

Outcome Indicators: Annual

Title	Actual	Target	RAG
The ratio of average house prices to average earnings		6.84	

Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The relative reduction in economic inactivity	26.20	27.50	Green
The relative reduction in Job Seekers Allowance claimants in Denbighshire	0.30	0.21	Green

Performance Measures: Annual

Title	Actual	Target	RAG
Reduce the number of people below the 60% poverty line		732.00	
The number of social enterprises assisted		18.00	
The total number of businesses receiving assistance from the council			

Improvement Activity

Title	RAG
Celtic Authentic Niche Tourism Advancing the Atlantic Area CANTATA II Project	Green
Denbighshire County Council Business Grants	Green
Denbighshire County Council Community Grants	Green
Skills Forum	Green
Wales Ireland Network for Social Enterprise (WINSENT) Project	Green
Welsh Housing Quality Standards	Green

Corporate Plan Outcome 6



The rate of decline in the rural economy will be reduced

Outcome Indicators: Annual

Title	Actual	Target	RAG
Reduce decline in rural businesses: total number of micro enterprises receiving assistance		7.00	
Reduce decline in tourism sector: gross number of additional visitors		3000.00	

Performance Measures: Annual

Title	Actual	Target	RAG
The gross number of jobs created in rural micro businesses	21.00	13.00	■ Green
The number of new and existing micro rural enterprises (<10 employees) financially assisted	34.00	29.00	■ Green
The number of village facilities improved		12.00	

Improvement Activity

Title	RAG
Denbighshire Rural Key Fund	● Green
Destination Denbighshire Project	● Red
Grants for Micro Business	● Green
Green Tourism Project	● Green
Rural Denbighshire Business Creation and Development Project	● Green

Corporate Plan Outcome 7



Denbighshire will be within the top 10 performing authorities in Wales for educational attainment

Outcome Indicators: Annual

Title	Actual	Target	RAG
The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	436.00	440.00	↓ Amber
The percentage of pupils achieving level 2 threshold including English/Welsh and Maths	52.00	52.50	↑ Amber
The percentage of pupils achieving level 2 threshold or vocational equivalents	70.00	66.00	↑ Green
The percentage of pupils achieving the Core Subject Indicator at Key Stage 1	79.80	83.50	↓ Red
The percentage of pupils achieving the Core Subject Indicator at Key Stage 2	82.30	79.50	↑ Green
The percentage of pupils achieving the Core Subject Indicator at Key Stage 3	65.50	66.50	↓ Red
The percentage of pupils achieving the Core Subject Indicator at Key Stage 4	49.00	50.00	↑ Amber

Performance Measures: Annual

Title	Actual	Target	RAG
The number of school days lost due to fixed-term exclusions (5 days or fewer) during the academic year, in secondary schools			
The number of school days lost due to fixed-term exclusions (6 days or more) during the academic year, in secondary schools			
The percentage attendance (school sessions) by pupils of compulsory school age during the academic year, in all maintained secondary and special schools			

Improvement Activity

Title	RAG
Complete formal consultation for the Edeyrnion Review	● Green
Inclusion: Establish professional learning communities at regional, local and school level in order to promote and disseminate good practice across all Key Stages	
Inclusion: Review systems of tracking attendance and exclusion, set realistic targets, review use of lesson monitor to ensure that attendance is accurately monitored	
School Performance: Conduct a review of Foundation Phase	
School Performance: Conduct a review of the welsh teacher advisory service in order to ensure that there is parity across the Key Stages	
School Performance: Conduct an annual school self assessment and evaluation process in all schools	
School Performance: Undertake termly performance reviews with secondary schools and provide secondary governing bodies with termly updates on school performance	
School Performance: Work with secondary schools to ensure that the curriculum offer is fit for purpose	

Corporate Plan Outcome 8



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

Outcome Indicators: Annual

Title	Actual	Target	RAG
The percentage of principal (A) and non-principal (B) roads that are in overall poor condition (THS012)		8.50	

Outcome Indicators: Quarterly

Title	Actual	Target	RAG
The percentage of Category C (Streetworks) inspections that are carried out within the prescribed timescale		50.00	
The percentage of total penalty charge notices issued that relate to on street infringements	68.83	70.00	🟡 Amber
The total number of accidents involving Injury per km of highway		0.19	
The total number of accidents involving serious or fatal injury per km of highway		0.03	

Performance Measures: Annual

Title	Actual	Target	RAG
The average number of calendar days taken to repair street lamp failures during the year (THS009)		1.00	
The number of participants (age 9-11) in Cycle Training		700.00	
The numbers of participants in Pass Plus where the Council has subsidised		110.00	
The percentage of highway in red/yellow bands of SCRIM measure (skid resistance)		1.16	
The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance		87.00	
The percentage take up of children's Traffic Club (age 3-4.5)		35.00	
The total amount of highways related insurance costs (£s) per km of local authority road network			

Performance Measures: Quarterly

Title	Actual	Target	RAG
The percentage of roads that have an overall poor Road Condition Index			

Improvement Activity

Title	RAG
Bridges Maintenance Programme	🟢 Green
Continue programme of Kerbcraft training and cycle training	🟢 Green
Develop and expand use of the Highways Asset Management System	🟡 Amber
Highways Asset Management: Implementation of symology as a complete Highway Asset Management software package	🟡 Amber
Roads and Highways Capital Maintenance Programme	🟢 Green
Task & Finish Group looking at residential parking policy	🟢 Green
Task & Finish Group review of parking enforcement	🔴 Red
Traffic Scheme Programme	🟢 Green
Work with partners to reduce road casualties on the county road network to achieve government targets	🟢 Green

Corporate Plan Outcome 9



Properties have a reduced risk of flooding

Outcome Indicators: Annual

Title	Actual	Target	RAG
The number of properties with a reduced risk of flooding as a result of programmed work	580.00	665.00	⬆️ Red
The percentage of properties at high risk of flooding where the risk of flooding has been reduced	3.92	4.49	⬆️ Red

Performance Measures: Annual

Title	Actual	Target	RAG
The number of people accessing information via electronic means e.g. the website		1200.00	
The number of people engaged in public events / leafleting		1000.00	
The number of pupils participating in flood awareness activities in schools		500.00	

Improvement Activity

Title	RAG
Coastal Defence Strategy	⬆️ Green
Contractor appointment	⬆️ Green
Schools flood awareness project	⬆️ Green

Outcome Agreement Theme	Outcome for the citizens of Denbighshire
1. Improved quality and length of life, with fairer outcomes for all	Identified young people aged between 9 -16 in the most deprived wards in Denbighshire will thrive
2. Good social care allows people a better quality of life	People have an alternative to residential care and can live independently within the community
3. A strong and prosperous economy helps reduce poverty	Denbighshire’s residents will be lifted above the UK and WG 60% median income poverty lines (after housing costs) and have their financial quality of life improved
4. Children and young people grow up as active citizens and achieve the highest possible standards of wellbeing	Services for disabled children and their families are seamless and well co-ordinated
5. People have the education and skills to live prosperous, fulfilled lives	Children and young people in Denbighshire have the education and skills to enable them to reach their full potential
6. Communities are vibrant and safe, with access to good housing and sustainable transport	Anti-Social Behaviour and Alcohol Related Crime are reduced
7. Wales is an energy efficient, low carbon and low waste society	Denbighshire manages waste sustainably
8. The environment is protected and sustainable	The risk of coastal flooding in West Rhyl will be reduced and communities will be aware of flood risks and have developed community resilience
9. Our language, culture and heritage thrives	More children and young people will become active participants in sport activities
10. Public services are efficient and provide value for money	Efficiency savings are realised through improved contracting and the cost of the procurement process is reduced

Report To: Performance Scrutiny Committee
Date of Meeting: 1st December 2011
Lead Officer: Head of Business Planning and Performance
Report Author: Programme and Project Team Manager
Title: Corporate Project Register

1. What is the report about?

To provide Performance Scrutiny with a status report on the progress of those projects recorded on the Corporate Project Register that have a status of Red or Amber; and to provide a reflective position on all current corporate projects.

2. What is the reason for making this report?

To provide information regarding the Corporate Project Register and current project status information. Future reports will provide a summary of significant changes to project activity that need to be brought to the attention of Performance Scrutiny.

3. What are the Recommendations?

For Scrutiny Members to consider and review the information provided and determine whether there are any specific projects they would like to examine in further detail

4. Report details.

The 'Delivery Confidence' for each project will be reflected next to the project title (see Appendix).

Business Transformation

Trent HR (*Amber Green*)

Web Recruitment is awaiting implementation, however it is awaiting a decision to go live following some vulnerabilities identified in pen testing. Performance Management is currently being tested in service areas and will be following the successful testing.

Online expenses without the Payroll implementation is currently being explored, however Trent currently has a software malfunction connected to cost centres which is being resolved by Midland HR.

Information Management *(Amber)*

There is uncertainty over funding for a Consultant to look at the structure and governance of information management. The success of the project is reliant upon this and a bid is being made to the risk management fund.

Producing the new Corporate Plan *(Amber Green)*

Capacity issues within the team resulted in the delay of data collection. Analysis activity is commencing. This work will be completed by the end of November.

Printer Rationalisation *(Amber Green)*

Resource has recently been an issue with this project; however ICT have appointed a person dedicated to this work, 3 buildings have been audited and estimated savings of £5k have been identified at this stage. Target savings of £15k are required by end of March 2012

People and Places:**Foryd Harbour – Quay Wall, Public Square, Units and Extended quay wall** *(Red Amber)***Foryd Harbour – Blue Bridge Maintenance** *(Amber Green)***Foryd Harbour - Pedestrian and Cycle Bridge** *(Amber Green)***Foryd Harbour – Coastal Defence** *(Amber Green)*

There is currently a shortfall within the budget and a submission has been made to the Welsh Government (WG)/Welsh European Funding Office (WEFO) which is currently being assessed. In the meantime, design work is being progressed.

PARIS – Electronic Invoicing *(Amber Green)*

At the time of updating the project register, we were experiencing significant issues with the latest version of the PARIS software from Civica, the software provider. Since that time, we have received updated software which is more robust and is now a candidate for release into our live environment. We are currently working through a few outstanding issues, but are confident that PARIS will be upgraded to version 4.4 in the live environment by the end of November.

Modernising Education:**Ysgol Llantysilio** *(closed)*

The closure of Ysgol Llantysilio was effectively completed on the 28th October with the handing back of the building to the Church in Wales

Ysgol Dyffryn Ial *(Green Amber)*

Issues to be resolved with utilities diversion on-site, agreement from Charities Commission for proposed lease between DCC and Llandegla Memorial Hall Trust (LMHT) who own the land to be built on; plus general requirements for planning permission

Ysgol y Llys *(Green)*

Meeting with CADW has now taken place and they have confirmed they are happy with the planned activity (subject to agreement on an archaeological excavation). This now enables us to start work on the design.

Ysgol Dewi Sant *(Green)*

Work is under way and progressing satisfactorily against the planned programme.

Ysgol Twm o'r Nant *(Green)*

Funding issue is now overcome; the project has not been confirmed in terms of the planned outcome.

Not in a Corporate Programme

Residual Waste *(Amber)*

In June 2011, the procurement team invited three bidders (SITA, Veolia and Wheelabrator) from a shortlist of eight to provide detailed tenders for the provision of a residual waste treatment facility for North Wales. Dialogue discussions are taking place with the bidders with a closing date for detailed submissions of 27th January 2012. Contract award is currently planned for August 2013 with full service commencing in March 2017

Food Waste *(Amber Green)*

The Hub is currently working on a Final Business Case which will be presented to the Welsh Government for approval. We will be working closely with the preferred bidder (TEG environmental) over the coming months to reach Financial Close which we hope to achieve before the end of 2011.

Leisure Services Development Partner *(Amber Green)*

Tender submissions are required by 10 November 2011, and interviews will be held at the end of November. There have been some delays through legal due to the requirement for DCC to have full protection.

Corwen Healthy Living Centre (HLC) Transfer *(Green)*

Held up due to legal and property issues; Cabinet has now agreed the handover to a South Denbighshire Partner 'in principal'.

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

Each project detailed will contribute to the Corporate Priorities in their own way and are detailed within the project documentation. In addition, each of the projects detailed will come under the Closer to the Community priority.

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

N/A

7. What consultations have been carried out?

N/A

8. Chief Finance Officer Statement

It is crucial that the council has effective project management procedures in place to ensure the money and time invested delivers the desired outcomes.

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

Each of the project risks are managed according to the Corporate Project Management Methodology which is currently under review, and the Corporate Risk Management process.

10. Power to make the Decision

N/A

Contact Officer:

Programme and Project Team Manager

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PROJECT REGISTER UPDATE REPORT

Projects sorted by:

All

Project Name	Project Scale	Delivery Confidence	Project Sponsor	Project Manager	Project Brief	Finish Implementation	Project Status				Status Info updated
							Cost	Time	Quality	Benefits	
Foryd Harbour - Quay Wall , Public Square, Units and extended quay wall	Large	RED / AMBER	Bethan Jones	Sian Price		28/09/2012	Red	Amber	Amber	Green	27/10/2011
School Support Services	Small	AMBER	Jackie Walley	Hannah Griffin		03/09/2012	Green	Amber	Green	Green	27/09/2011
Residual Waste (N Wales Collaboration)	Large	AMBER	CEO (FCC)	Steven Penney (FCC)	19/10/2010	17/11/2011	Amber	Green	Green	Green	10/10/2011
Denbighshire's T&CC Devolution and Empowerment Project	Medium	AMBER	Hywyn Williams	Helen Burkhalter	21/04/2011	04/01/2013	Green	Amber	Green	Amber	13/09/2011
Information Management	Medium	AMBER	Cara Williams	Marion Pryor	09/05/2011	30/03/2012	Green	Green	Amber	Amber	22/08/2011
Producing the new Corporate Plan	Medium	AMBER / GREEN	Alan Smith	Tony Ward	17/01/2011	15/10/2012	Green	Green	Green	Green	27/10/2011
Leisure Services Development Partner	Medium	AMBER / GREEN	Jamie Groves	Alastair McNab	26/02/2010	29/07/2011	Amber	Red	Amber	Green	10/10/2011
Ysgol Dyffryn Ial - Llandegla Extension	Medium	AMBER / GREEN	Jackie Walley	Peter Clayton	27/11/2009	26/07/2012	Green	Amber	Green	Green	31/10/2011
Academy - Housing Repair MIS	Small	AMBER / GREEN	Peter Mchugh	Glyn Roberts	15/11/2010	30/09/2011	Amber	Amber	Green	Green	13/09/2011
Food Waste	Large	AMBER / GREEN	Steve Parker	Jim Easley	28/08/2009	16/12/2011	Green	Amber	Green	Green	22/08/2011
Trent HR	Large	AMBER / GREEN	Linda Atkin	Keith Amos	16/02/2004	30/12/2011	Green	Amber	Green	Green	27/10/2011
Intensively Supported Independent Living Scheme	Large	AMBER / GREEN	Alaw Pierce	Jeni Andrews		22/06/2012	Amber	Amber	Green	Green	27/10/2011
Paris- implementation of electronic invoicing	Medium	AMBER / GREEN	Leighton Rees	Michael Jones		30/12/2011	Green	Amber	Green	Amber	17/08/2011
Foryd Harbour -Pedestrian & Cycle Bridge	Large	AMBER / GREEN	Bethan Jones	Robert Humphreys	27/01/2009	31/12/2012	Green	Green	Green	Green	27/10/2011
Foryd Harbour - Coastal Defence	Large	AMBER / GREEN	Bethan Jones	Robert Humphreys	02/12/2009	29/08/2013	Amber	Amber	Green	Amber	27/10/2011
Printer Rationalisation	Small	AMBER / GREEN	Cara Williams	Elaine Rizzi	31/03/2011	14/04/2014	Amber	Green	Green	Green	27/10/2011
Implementation of Scrutiny Review	Medium	GREEN	Bethan Jones	Alan Smith	24/02/2010	29/02/2012	Green	Green	Green	Green	27/10/2011
Review of Strategic Risk Management Project	Small	GREEN	Bethan Jones	Alan Smith	02/03/2011	16/12/2011	Green	Green	Green	Green	27/10/2011
Property and Environment Grants (PEG)	Work Programme	GREEN	Phil Ebbrell	Chris Evans	01/06/2009	30/03/2012	Green	Green	Green	Green	16/08/2011
Office Accommodation Review	Medium	GREEN	Paul McGrady	David Lorey	29/03/2010	13/03/2015	Green	Green	Green	Green	27/09/2011
Asset Review	Medium	GREEN	Paul McGrady	David Lorey		13/03/2015	Green	Amber	Amber	Green	27/09/2011
Review of Primary Schools (Ederynion)	Small	GREEN	Jackie Walley	Hedd Vaughan Evans	16/09/2009	29/06/2012	Green	Green	Green	Green	31/10/2011
New Bodnant School (Amalgamation of Infant & Juniors on existing sites)	Medium	GREEN	Jackie Walley	Hedd Vaughan Evans	25/01/2011	30/12/2011	Green	Green	Green	Green	31/10/2011
Survey Demand for Welsh Medium Education	Small	GREEN	Jackie Walley	James Curran	19/10/2009	31/10/2011	Green	Amber	Green	Green	17/10/2011
Housing Stock Improvement Project	Large	GREEN	Peter Mchugh	Chris Morris	19/10/2010	19/12/2011	Green	Green	Green	Green	16/08/2011
Extra Care Housing- Ruthin	Medium	GREEN	Helena Thomas	Eileen Woods		30/09/2011	Green	Green	Green	Green	11/10/2011
Ysgol Dewi Sant - Remodelling	Small	GREEN	Jackie Walley	Peter Clayton	25/03/2011	30/09/2011	Green	Green	Green	Green	31/10/2011
Ysgol Y Llys - Extension and Remodel	Medium	GREEN	Jackie Walley	Peter Clayton	25/03/2011	23/05/2014	Green	Amber	Green	Green	31/10/2011
Customer Care Review	Small	GREEN	Cara Williams	Catherine Spencer	05/10/2010	30/03/2012	Green	Green	Green	Green	27/09/2011
ICT Strategy Project	Small	GREEN	Cara Williams	Cara Williams	19/10/2010	30/09/2011	Green	Green	Green	Green	27/10/2011
Ysgol Twm o'r Nant - Extension and Remodel	Medium	GREEN	Jackie Walley	Peter Clayton	25/03/2011	15/03/2013	Green	Amber	Green	Green	31/10/2011
Foryd Harbour - Harbour Empowerment Order	Small	GREEN	Bethan Jones	Sian Price		01/08/2012	Green	Green	Green	Green	27/10/2011
Budget 2012-13	Large	GREEN	Paul McGrady	Richard Weigh	28/02/2011	29/03/2012	Green	Green	Green	Green	15/08/2011
Carbon Emissions MIS	Small	GREEN	Paul McGrady	Rob Douglass	09/03/2009	30/12/2011	Green	Green	Green	Green	16/08/2011
Prestatyn Sports Hall Refurbishment	Medium	GREEN	Jamie Groves	Sion Goldsmith	01/03/2010	06/02/2012	Green	Amber	Green	Green	10/10/2011
Denbigh Gymnasium Refurbishment	Medium	GREEN	Jamie Groves	Sion Goldsmith	12/10/2010	06/01/2012	Green	Amber	Green	Green	10/10/2011
Prestatyn Tennis Court Refurbishment	Medium	GREEN	Jamie Groves	Sion Goldsmith	01/06/2010	30/08/2011	Green	Green	Green	Green	10/10/2011
Corwen HLC Transfer	Small	GREEN	Jamie Groves	Sion Goldsmith	27/01/2011	07/11/2011	Green	Amber	Green	Green	10/10/2011
Foryd Harbour - Blue Bridge Maintenance	Small	GREEN	Stuart Davies	Robert Humphreys	15/01/2001	03/09/2012	Green	Green	Green	Green	27/10/2011
Bee and Station	Not Categorised	GREEN	Mark Dixon	Carolyn Evans		31/12/2012	Green	Green	Green	Green	16/08/2011
Tell Us Once	Small	GREEN	Cara Williams	Catherine Spencer		29/11/2011	Green	Amber	Green	Green	05/10/2011
Strong Leadership Initiative	Large	GREEN	Bethan Jones	Gerry Lappington	02/11/2010	30/12/2011	Green	Amber	Green	Green	13/09/2011
Review of the Councils' Constitution	Small	GREEN	Mohammed Mehmet	Gary Williams	12/05/2011	15/05/2012	Green	Green	Green	Green	27/09/2011
Review of Clwyd Leisure Ltd	Small	GREEN	Jamie Groves	Sian Price	27/06/2011	30/09/2011	Green	Red	Green	Amber	27/10/2011
Review of the Project Methodology	Medium	GREEN	Alan Smith	Keith Amos	22/09/2011	27/03/2012	Green	Green	Green	Green	27/10/2011
Denbighshire Local Development Plan 2021	Large	GREEN	Graham Boase	Angela Loftus	22/06/2010	04/01/2012	Green	Green	Green	Green	27/09/2011

Report To: Performance Scrutiny Committee

Date of Meeting: 1 December 2011

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

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 such proposal forms have been received for consideration at the current meeting.
- 4.5 Cabinet Forward Work Programme
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.
- 4.6 Progress on Committee Resolutions
A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 3 to this report.
- Scrutiny Chairs and Vice-Chairs Group
- 4.7 Under the new scrutiny committee structure the Scrutiny Chairs and Vice-Chairs Group (SCVCG) has assumed the role of a coordinating committee and can thus seek individual committees to accept topics onto their forward work programmes. At the Group's meeting on 17 November consideration was given to a number of areas identified by the Estyn Self-Evaluation Working Group as ones that would benefit from close scrutiny. The SCVCG resolved to ask the three scrutiny committees to accept these onto their forward work programmes.
- 4.8 The SCVCG also considered the Welsh Public Library Authorities: Annual Return 2010/11 report on Denbighshire's Library Service and has consequently asked that this Committee scrutinises four specific areas identified in the annual return as ones where the Authority

attained a low ranking position. The Committee is asked to consider the requests to accept these items, which are listed on Appendix 1 and can be identified by the wording “by SCVCG November 2011” in the right hand column, onto its forward work programme.

Representatives on Council Boards and Groups

- 4.9 Committee members will recall that, for information sharing purposes, the SCVCG was keen to develop a simple template to enable scrutiny representatives on various boards and groups to report back to their respective committee(s) on the key messages and actions/recommendations taken at meetings attended by them. The template has now been agreed and a copy is attached at Appendix 4 to this report.
- 4.10 Committee members are asked to complete one of these forms following their attendance at a meeting of a board/group on which they represent scrutiny. Upon completion the report form should be sent to the Scrutiny Coordinator who will arrange for the report to be shared with Committee members. An electronic copy of the template will be circulated to all committee members, and the template can be completed and submitted electronically if members so wish.

5. 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.

6. 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.

7. What consultations have been carried out?

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

8 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.

9. 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.

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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.

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
12 January 2012 [all day meeting]	1 External Examinations and Teacher Assessments 2010 – 2011 [Education item]	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	January 2011
	2 Schools in Financial Difficulties [Education item]	To scrutinise the position of the schools identified as being in financial difficulty, their recovery plans and the potential impact on their educational performance	Identification of measures to support financial recovery and aid performance related issues	Jackie Walley/Carly Wilson	November 2011
	3 Highways and Infrastructure	To scrutinise the highway improvements and street works programme (including accessibility through adequate provision of dropped kerbs)	Scrutiny of priority services	Stuart Davies	June 2011
	4 Energy Efficiency [Lead member to be invited]	To scrutinise the Council's performance in reducing CO2 emissions in its non-domestic public building stock, and in improving energy consumption across the authority	Identification of measures to improve performance and mitigate the risks of financial penalties for the Authority	Paul McGrady	October 2011
	5 Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address	Paul McGrady/ Richard Humphreys	October 2011

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			any risks identified		
23 February	1 Housing Services	To consider performance in respect of: <ul style="list-style-type: none"> - Welsh Housing Quality Standards - Waiting Lists and Allocations - Tenancy Agreements - Rent Arrears 	Identification of performance-related issues.	Peter McHugh	June 2011
	2 Planning, Regeneration and Regulatory Services [Lead Members to be invited]	To consider performance in respect of: <ul style="list-style-type: none"> - Local Development Plan - Disabled Facilities Grants - Enforcement issues - North Wales Hospital (Financial / Reputation Risk) - Appeals (monitoring our performance) - Financial Plan for Rhyl Regeneration (including Financing Rhyl Going Forward) - Bringing empty homes back into occupation - The additional number of HMOs taken through the licensing scheme 	Identification of performance-related issues.	Graham Boase	June 2011
	3 Monitoring Performance Against the Corporate Plan (QPR 3) and Project Register	To scrutinise the Council's performance in delivering its Corporate Plan and <i>progress on the Council's major projects</i>	(i) Identification of trends or areas of poor performance leading to recommendations to address declining	Tony Ward/Keith Amos	September 2011

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered	
			<p>performance and realise the Council's ambition to become a high performing authority</p> <p>(ii) Identification of risks with respect to major projects not being delivered on time or within budget and the formulation of recommendations to address any problems identified</p>			
	4	<i>Welsh Public Library Authorities: Annual Return 2010/11 and Review of the Housebound Service</i>	<p>(i) <i>to consider the findings of CyMAL's Annual Return on the performance of the Authority's Library Service (with particular emphasis on those areas which achieved the lowest 4 positions); and</i></p> <p>(ii) <i>to consider the findings of the Review of the Housebound Service</i></p>	<i>The identification of measures to improve the Council's performance in those areas which attained the lowest performance positions and monitor the recommendations emanating from the Review of the Housebound Service</i>	<i>Jamie Groves/Arwyn Jones</i>	<i>By SCVCG November 2011</i>
	5	<i>Corporate Risk Register (tbc)</i>	<i>To bring the high level corporate risks for scrutiny</i>	<i>Part of the risk management monitoring and improvement arrangements</i>	<i>Alan Smith/Tony Ward</i>	<i>June 2011 (rescheduled November 2011)</i>
5 April	1	Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
	2	Financial Report 2011/12	To monitor the Council's	(i) identification of areas of	Paul McGrady	September

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		<i>(provisionally rescheduled from 23 February meeting) tbc</i>	performance against its budget strategy for 2011/12 as defined in the MTFP	potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP		2011
17 May <i>(provisionally)</i>	1	Your Voice' complaints performance (including Social Services and Education complaints)	To scrutinise performance on a quarterly basis through the Council's complaints process. <i>(to include exceptions reporting and narrative for performance areas registering red/amber)</i>	Identification of areas of poor performance and development of recommendations with a view to improving performance and service delivery	Steven Goodrum / Catherine Spencer	July 2011
	2	Monitoring Performance Against the Corporate Plan (QPR 4) and Project Register	To scrutinise the Council's performance in delivering its Corporate Plan and <i>progress on the Council's major projects</i>	(i) Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to become a high performing authority (ii) Identification of risks with respect to major projects not being delivered on time or within budget and the formulation of recommendations to address any problems identified	Tony Ward/Keith Amos	September 2011
	3	Financial Report 2011/12	To monitor the Council's performance against its budget strategy for 2011/12 as defined in the MTFP	(i) identification of areas of potential overspend/underspend and budgetary pressures; and (ii) delivery of the Council's	Paul McGrady	September 2011

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			budget strategy and MTFP		
	4 <i>Review of Educational Support Services (building capacity in schools)</i> [Education item]	<i>To consider the findings of the review into Educational Support Services</i>	<i>The development of building capacity within schools to aid the effective use of their delegated budgets</i>	<i>Jackie Walley/Carly Wilson</i>	<i>By SCVCG November 2011</i>
July	1 Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
	2 <i>Transformation of Post 16 Education</i> [Education]	<i>To present the draft proposals for transforming the provision of post 16 education in Denbighshire</i>	<i>The development of a viable and robust policy for the delivery of post 16 education in the county</i>	<i>John Gambles</i>	<i>May 2011 rescheduled by SCVCG November 2011</i>
	3 <i>Post 16 School Transport</i> [Education]	<i>To consider the effectiveness of the delivery of post 16 education in the County and its associated costs</i>	<i>Development of an effective and efficient transport strategy that will contribute to improved achievements and outcomes for pupils and students</i>	<i>John Gambles/Carly Wilson</i>	<i>By SCVCG November 2011</i>
September	1 Annual Report 2011/12	To report the Council's performance against the set PIs for 2010/12	Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to be a high performing authority	Tony Ward	September 2011
	2 Financial Report 2012/13	To monitor the Council's performance against its budget strategy for 2011/12 as defined	(i)identification of areas of potential overspend/underspend and	Paul McGrady	September 2011

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		in the MTFP	budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP		
October	1 Monitoring Performance Against the Annual Plan, Corporate Plan (QPR 1) and Project Register	To scrutinise the Council's performance in delivering its Corporate Plan and <i>progress on the Council's major projects</i>	(i) Identification of trends or areas of poor performance leading to recommendations to address declining performance and realise the Council's ambition to become a high performing authority (ii) Identification of risks with respect to major projects not being delivered on time or within budget and the formulation of recommendations to address any problems identified	Tony Ward/Keith Amos	September 2011
	2 Monitoring of the Capital Programme	To scrutinise and monitor the Council's Capital Programme	Identification of potential areas of risk with respect to the capital plan and the formulation of measures and recommendations to address any risks identified	Paul McGrady/ Richard Humphreys	October 2011
	3 <i>Review of Foundation Phase Provision and outcomes of KS1 and KS3 assessments</i> [Education]	<i>To consider the findings of the Review of the Foundation Phase and the provisional exam and teacher assessment results</i>	<i>Identification of any shortfalls in performance and development of measures to improve performance and the delivery of education</i>	<i>Julian Molloy</i>	<i>By SCVCG November 2011</i>
December	1 Financial Report 2012/13	To monitor the Council's performance against its budget	(i) identification of areas of potential	Paul McGrady	September 2011

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			strategy for 2011/12 as defined in the MTFP	overspend/underspend and budgetary pressures; and (ii) delivery of the Council's budget strategy and MTFP		
January 2013	1	<i>External Examinations and Teacher Assessments 2010 – 2011</i> [Education]	<i>To review the performance of schools and that of looked after children</i>	<i>Scrutiny of performance leading to recommendations for improvement</i>	<i>Julian Molloy</i>	<i>By SCVCG November 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
October/November 2011	Provisional Exam Results for Rhyl Sixth	To provide information on the performance of Rhyl Sixth students in the 2011 external examinations and assess the effectiveness of the system to deliver educational/vocational qualifications to former pupils of Blessed Edward Jones and Rhyl High School	Julian Molloy/Karen I Evans	September 2011
January 2012/July 2012	Your Voice' complaints performance (including Social Services and Education complaints)	The provision of information on Services' performance in complying with the Council's complaints process and the identification of areas of poor performance with a view to the development of	Steven Goodrum / Catherine Spencer	October 2011

		recommendations to address weaknesses. <i>(to include exceptions reporting and narrative for performance areas registering red/amber)</i>		
Information Report Early 2012	Corporate Parenting Group	To review the work of the Corporate Parenting Group.	Leighton Rees	October 2011

23/11/2011

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
12 January 2012	22 December 2011	23 February	9 February	5 April	22 March

Performance Scrutiny Work Programme.doc

CABINET: FORWARD WORK PROGRAMME

24 NOVEMBER 2011 – AMENDED DATE	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Community Capital Grants	Councillor D A J Thomas M Dixon / Brian Evans
Village Green Applications - land known as "The Park" off Ffordd Elan, Rhyl	Councillor S Frobisher S Cordiner
Rhyl Going Forward Delivery Plan	Councillor D A J Thomas Tom Booty
Declaration of South West / East Rhyl Housing Renewal Area Phase II	Councillor D A J Thomas Gareth Roberts
Proposed Disposal of Trem Clwyd, Ruthin	Councillor P J Marfleet P McGrady / D Mathews
Extension of 2 Contracts for Work Opportunities for People with Learning Disabilities in Denbighshire – Part II	Councillor P A Dobb Phil Gilroy / Alison Heaton
Recommendations from Scrutiny Committees	Scrutiny Coordinator
13 DECEMBER 2011	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Ruthin Town Plan	Councillor D A J Thomas M Dixon
DCC & CCBC Highways and Infrastructure endorsement of the consultation process	Councillor S Frobisher B E Jones /
Monitoring Performance Against the Corporate Plan	Councillor H H Evans T Ward
Scala Cinema and Arts Centre: Update	Councillor P A Dobb P McGrady / J Groves
Routine reporting on Personnel	Councillor P J Marfleet Linda Atkin
Budget Report	Councillor J Thompson Hill P McGrady
Estyn	Councillor E W Williams J Walley / Sian Thomas
Leisure Development Partner Appointment	Councillor M M Jones J Groves
Denbigh Town Plan	Councillor D A J Thomas M Dixon
Phase II Construction of the Foryd Harbour Walking and Cycling Bridge	Councillor S Frobisher / Councillor D A J Thomas S Davies / Bob Humphreys
HR / People Strategy	Councillor P J Marfleet L Atkin
Recommendations from Scrutiny Committees	Scrutiny Coordinator
24 JANUARY 2012	

Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Prestatyn Town Plan	Councillor D A J Thomas M Dixon
Budget Report	Councillor J Thompson Hill P McGrady
Regional Commissioning Procurement and Monitoring Hub Project	Councillor P A Dobb / Councillor M M Jones Sally Ellis
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 Gwynfor Griffiths / Melanie Evans / Carina Edwards 708307
Adoption of the Full Business Case for the North Wales Regional School Effectiveness and Improvement Service	Councillor E Williams / H Williams
Recommendations from Scrutiny Committees	Scrutiny Coordinator
21 FEBRUARY 2012	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Rhuddlan Town Plan	Councillor D A J Thomas M Dixon
St Asaph Town Plan	Councillor D A J Thomas
Recommendations from Scrutiny Committees	Scrutiny Coordinator
20 MARCH 2012	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Corwen Town Plan	Councillor D A J Thomas M Dixon
Llangollen Town Plan	Councillor D A J Thomas M Dixon
Monitoring Performance Against the Corporate Plan	Councillor H H Evans T Ward
Supporting People Strategy Update and Operational Plan 2012 – 13	Councillor P A Dobb Gary Major
Recommendations from Scrutiny Committees	Scrutiny Coordinator
24 APRIL 2012	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
Recommendations from Scrutiny Committees	Scrutiny Coordinator

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
Outstanding resolution from: 8 September 2011	6 Evaluation of the Impact of the Use of the Additional Resources Given to Schools in 2010/11	RESOLVED that – <i>(c) an information report on the performance of the Rhyl Sixth Partnership in this year's external examinations be circulated in October.</i>	An update on the progress with this action will be given at the meeting on 1 December
20 October 2011	4. Minutes, Matters Arising	Style and focus of Committee minutes	A letter was sent by the Head of Legal and Democratic Services to all county councillors recently clarifying the position
	5 Evaluation of the Impact of the Use of the Additional Resources Given to Schools in 2010/11	RESOLVED - <i>that the positive impact of the additional resources to schools in 2010-11 be noted.</i>	No further action required
	6. Annual Performance Review: 2010-11 and Quarterly Performance Report: Quarter 1, 2011-12	RESOLVED that – <i>(a) the Annual Performance Review: 2010 – 11 and Quarterly Performance Report: Quarter 1, 2011-12 be received and noted;</i> <i>(b) a report on Energy Efficiency to</i>	Report scheduled into the

		<p><i>include the performance related issue identified for further consideration in respect of reducing CO2 emissions in the Council's non-domestic public building stock be submitted to a future meeting of the committee, and</i></p> <p><i>(c) performance related issues identified for further consideration in respect of (1) the additional number of HMOs taken through the licensing scheme and (2) bringing empty homes back into occupation, be included within the Planning, Regeneration and Regulatory Service's report for submission to the committee in February 2012.</i></p>	<p>Committee's work programme for 12 January 2012</p> <p>Issues will be included in the report on the Planning, Regeneration and Regulatory Service scheduled for presentation to the Committee on 23 February 2012</p>
	<p>6. 'Your Voice' – Performance Standards Revealed Through the Complaints Process</p>	<p>RESOLVED that –</p> <p><i>(a) a traffic light colour coding system be introduced to monitor service performance for response times to complaints using the following criteria –</i></p> <p><i>Red Under 80% of complaints responded to within timescale</i></p> <p><i>Amber More that 80% but less than 90% of complaints responded to within timescale</i></p> <p><i>Green More than 90% of complaints responded to within timescale</i></p> <p><i>(b) the risk analysis be extended to include all</i></p>	<p>Next reports submitted to the Committee will display the new colour coding system.</p> <p>Next reports scheduled: Quarterly information report: January 2012</p> <p>Report to Committee: May 2012</p>

		<p><i>complaints from Quarter 2, including those recorded as not upheld;</i></p> <p><i>(c) the overall performance for responding to complaints within timescales at approximately 83% be noted and the Corporate Complaints Officer report to Senior Leadership Team and Corporate Executive Team to raise awareness of the issue with Senior Managers within the authority;</i></p> <p><i>(ch) a traffic light colour coding system be introduced to highlight changes in volumes of complaints received using the following criteria</i> —</p> <p><i>Red Change of +/- 50% taking account Comment required Of previous volumes and/or trends</i></p> <p><i>Amber Between +/- 21% and +/- 50% Monitor</i></p> <p><i>Green Less than +/- 20% No comment</i></p> <p><i>(d) future reporting on Your Voice complaints consist of an exceptions report on red and amber status areas with greater detail of complaints provided and a narrative explaining the complaints status, and</i></p> <p><i>(dd) the exceptions report be submitted to the</i></p>	
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		<i>committee on a quarterly basis alternating between information reports and reports to the committee.</i>	
	9. Monitoring the Capital Programme	<p><i>RESOLVED</i> that –</p> <p><i>(a) the current procedures in place for monitoring of the capital plan noted, and</i></p> <p><i>(b) regular quarterly reports be received by this committee in order to scrutinise and monitor the Capital Programme.</i></p>	The next report on the Council's Capital programme is scheduled into the work programme for 12 January 2012

Appendix 4

Report to: [Scrutiny Committee Name]
Report by: [Name of Committee Representative]
Date: [Date of Meeting]
Board/Group: [Name of Board Group]
Date of Board/Group Meeting Reported:

Board/Group's Aims or Objectives:



Main discussion points at the meeting:



Conclusion/Actions/Recommendations/Outcomes:

